The NRC Guide to Training Opportunities

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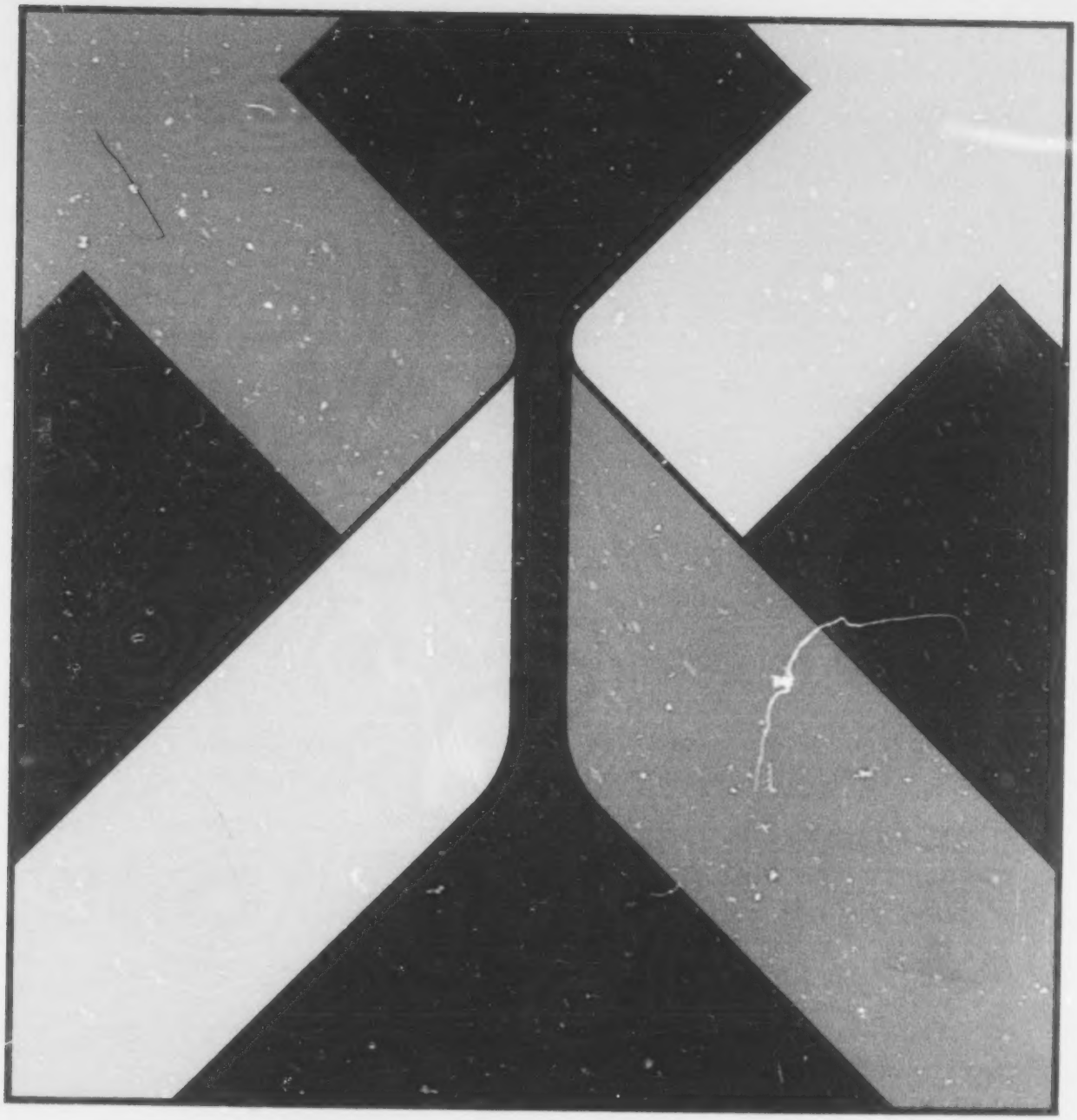
OFFICE OF ADMINISTRATION
Management Development and Training Staff

1985



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Introduction

October 1985

This seventh edition of the Guide to Training Opportunities covers training information effective to the publication date.

It has been designed to be used by all NRC employees for basic information purposes in the area of NRC-sponsored training opportunities. It should also assist management in developing training plans for their employees and serve as a guide in obtaining this training.

Comments and suggestions for corrections, changes, and any additional information for inclusion should be sent to Lilian van Santen, MDTS, Mail Stop MNBB 4100.

Peter J. Goldman, Director
Management Development and Training Staff
Office of Administration

The Nuclear Regulatory Commission

Guide to Training Opportunities

OFFICE OF ADMINISTRATION

Management Development and Training Staff

1985

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SECTION I
GENERAL INFORMATION

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GENERAL INFORMATION

POLICY

It is the NRC training policy to provide, within available funding, the maximum feasible amount of training to the broadest spectrum of employees at both government and non-government facilities. The purpose of this training is to improve employee job performance, prepare employees for future duties and to support the NRC's commitment to EEO and upward mobility principles. This policy encourages managers at all levels to recognize the training and development needs of their personnel within the context of the agency's overall requirements. In carrying out this policy, there are certain laws and regulations which govern.

Statutorily, we can and do authorize training which is relevant to the performance of an employee's current or future duties. As a matter of policy, if appropriate and full justification of relevancy is provided and funds are available, NRC will authorize the training requested according to the provisions of the Government Employees Training Act and Chapter 410 of the Federal Personnel Manual. It is required that there be an apparent or documented relation between the training being provided and the duties of the employee or the needs of the agency.

NRC announcement No. 147, September 30, 1977, established the Management Development and Training Staff (MDTS) reporting to the Director, Office of Administration.

Chapter 4150 of the NRC manual describes NRC's training policy and procedures. Appendices to the Chapter cover the Intern, Upward Mobility, and Executive Development Programs.

1. NRC **will not pay** for books unless they are integral to course costs.

2. NRC **cannot pay** for expenses related to obtaining a degree (i.e., thesis costs, higher tuition costs for degree candidates, etc.).

3. NRC **will not pay** for occupation certifications (i.e., CPA, CSS, PE, etc.) except as specifically authorized by the Director of Administration. Courses leading to such certification may be authorized if job relevancy criteria are satisfied.

4. NRC **will reimburse** an employee for training expenses **provided** the training was approved and authorized by MDTS before it began.

5. Proof of attendance must be provided to MDTS upon completion of all reimbursed training.

6. NRC **will authorize** training in fundamental skills for lower-graded employees.

7. MDTS does not monitor requests for training to assure participants get into courses except for special programs such as: Federal Executive Institute (FEI), Executive Seminar Courses, Brookings, and Harvard.

8. MDTS nominates individuals. Facility determines acceptance.

9. If trainee cannot take the requested training, MDTS should be notified by the Training Coordinator.

10. All cancellations should be made through the Training Coordinator to MDTS and in sufficient time so as to avoid payment by NRC. If impossible, a substitute should be found by the Office obligating the training.

11. Once MDTS authorizes a particular course, no changes are allowed without first checking with MDTS.

12. All requests for training should be submitted to MDTS at **least one month** (earlier, if possible) **prior** to requested date of desired training.

13. All requests for training **on Form 368** must be typed.

14. Employees **must** evaluate all government-paid training within two weeks after completion of training. Such evaluations are sent to MDTS through the training coordinator, as noted on NRC Form 368a "Evaluation of Training."

15. Travel expenses are not paid unless training is scheduled during employee's regular hours of work.

16. Training is **not** authorized for COOPs and summer hires.

17. Training is authorized for permanent part-time employees.

18. For further information, check NRC Manual Chapter 4150.

GENERAL CATEGORIES OF NRC TRAINING

Nontechnical Training

Training in educational or functional areas that neither requires nor involves significant knowledge or skill in scientific, engineering or technical disciplines. Training in this category ranges from basic skills for secretarial and clerical personnel to advanced management training and executive development courses.

Technical Training

This category includes the scientific, engineering and/or other technical training that is customarily offered by universities and other private and government scientific and training facilities. The objective of such training is mastery of the general and specialized principles of the individual technical disciplines.

"Specialized" Technical Training

This category contains intra-NRC training presently conducted by the Office of Inspection and Enforcement to satisfy that Office's requirements to: (1) train inspectors; and (2) provide all in-house training in reactor systems technology required by other NRC offices. The inspector training is primarily concerned with nuclear power plant design and operation and the principal construction technologies (welding, concrete, electrical, etc.), as they relate to the inspection of construction and operations activities at nuclear power facilities.

Nontechnical, technical, purposes of and types of training are defined by the Office of Personnel Management in Federal Personnel Manual Chapter 290. The current definitions are stated here for convenience.

PURPOSES OF TRAINING

1. **Program/mission change**

   Training to provide the knowledge or skills needed as a result of change in agency mission, policies, programs, or procedures, e.g., training provided social workers to acquaint

them with new policies and procedures affecting the eligibility for, or benefits to be accorded welfare recipients.

2. **New technology**

Training to provide the knowledge or skills required to keep abreast of developments in the employee's occupational field or in a related field; e.g., training provided an employee in the use, maintenance or repair of new and advanced electronic equipment; the application of new technology; or advances in the "state of the art."

3. **New work assignment**

Training to provide the knowledge and skills needed as a result of assignment to new duties and responsibilities, when such training is not a part of a planned career development program, e.g., technical training provided an accounting clerk who has been newly assigned accounting technician duties.

4. **Improve present performance**

Training to provide the knowledge or skills needed to improve or maintain proficiency in present job, e.g., training provided typists to improve typing speed and accuracy, training in telephone techniques for clerks or secretaries. (Note: Refresher training is to be included here.)

5. **Future staffing needs (Management and Supervision)**

Training to provide the knowledge and skills needed to meet future staffing needs through a planned career development program in an occupational specialty, executive or managerial development program, a management internship or a training agreement, or programs to upgrade skills and abilities, e.g., stenographic training for typists, technical training for laboratory assistants, etc.

6. **Development of unavailable skills (Product Training)**

Training to provide the knowledge or skills needed for fields of work that are unique to the Federal Government, or to meet Government staffing needs in occupations for which the labor market cannot produce a sufficient number of trained candidates, e.g., Air Traffic Controller or Taxpayers Service Representative training.

TYPES OF TRAINING

1. **Executive and management**

Education or training in the concepts, principles, and theories of such subject matters as public policy formulation and implementation, management principles and practices, quantitative approaches to management, or management planning, organizing and controlling.

2. **Supervisory**

Education or training in supervisory principles and techniques in such subjects as personnel policies and practices (including equal employment opportunity, merit promotion, and labor relations); human behavior and motivation, communication processes in supervision work planning, scheduling, and review; and performance evaluation.

3. **Legal, medical, scientific or engineering**

Education or training in the concepts, principles, theories or techniques of such disciplines as law and medicine; the physical, biological, natural, social or behavioral sciences; education; economics; mathematics and statistics; architecture; engineering; or foreign affairs.

4. **Administration and analysis**

Education or training in the concepts, principles, and theories of such fields as public or business administration; personnel; training; equal employment opportunity; logistics; finance; systems analysis; policy, program, or management analysis; or planning.

5. **Specialty and technical**

Training of a specialized or technical nature in the methods and techniques of such fields as investigation, security, police science, supply, procurement, transportation, air traffic control, computer programming, languages, or medical, legal, or scientific support work.

6. **Clerical**

Training in clerical skills such as typing, shorthand, keypunch or computer operating, letter writing, filing, or telephone techniques.

ADMINISTRATION

The Nuclear Regulatory Commission established the functionally separate Management Development and Training Staff (MDTS), reporting to the Director, Office of Administration, effective October 9, 1977.

The Management Development and Training Staff:

Plans, develops, implements, and monitors a comprehensive, agency-wide executive and management development program. This includes agency-wide and individual office programs for development of both new and experienced managers; rotational programs for technical and management professionals; programs to improve management development and training opportunities for women and minority employees; the agency-wide intern program and a wide spectrum of training courses which cover the needs of all employees. These courses are available at government installations, colleges, junior colleges, other training institutions and in-house NRC courses.

Prepares and justifies the annual overall NRC management development budget, consulting with the Director, Office of Administration, other NRC offices, and the Commissioners, as appropriate.

In considering the development of training budgets and the order for satisfying training needs, the following priority of training will generally apply:

1. Training that must be accomplished in the ensuing fiscal year to prevent a direct adverse effect on mission accomplishment. This includes training which is required by skilled employees through development programs and if deferred beyond the ensuing fiscal year will have an adverse effect on mission accomplishment in the period following.

2. Training that is required to provide for systematic replacement of skilled employees through developmental programs and which if deferred beyond the ensuing fiscal year will have an adverse effect on mission accomplishment in the period following.

3. Training that is not required for an employee to perform at an acceptable level of competence, but which may increase his or her efficiency and productivity and enhance the employee's opportunity for advancement in the agency. This training will be accomplished, but generally after the foregoing needs have been met.

Training Coordinators

Each NRC Office has a Training Coordinator who has the responsibility for:

- Coordinating training activity
- Advising MDTS of training needs
- Implementing individual and office training requirements by providing lists of courses to employees and supervisors

A List of Training Coordinators is given on the next page.

SOURCES OF TRAINING COURSES

Training courses administered by MDTS fall generally into three areas:

1. **MDTS** courses which are conducted by NRC personnel or by contractors under MDTS supervision. Usually, the **MDTS** courses are conducted "in-house" in Rooms 342 and 343 at 8120 Woodmont Avenue, Bethesda, or in conference rooms of other buildings occupied by NRC, or at a conveniently located public facility.

2. **INTERAGENCY** courses which are conducted by other Federal or State agencies. **Interagency** courses are usually held in training rooms belonging to the particular agency or at a conveniently located public facility.

3. **NON-GOVERNMENT** courses which are conducted by universities, colleges, junior colleges, local high schools, privately funded foundations, and commercial training institutions or facilities. **Non-government** courses are usually held in training rooms or classrooms which are the property of or leased by the institution providing the training.

Regardless of which agency or institution conducts a course, nomination of NRC employees is arranged by MDTS. The facility notifies participants of time, date, and location, as soon as arrangements are completed. Participants must formally register for all local university courses.

APPLICATION FOR TRAINING

The procedure for making an application for training varies according to course sponsor.

To sign up for **In-House courses**:

1. Course availability is generally promulgated by Training Announcements (sample shown below): Complete the form to indicate interest, supervisor approval, employing office, and other pertinent information.

2. Courses are conducted on an "Invitation" basis. These are courses for employees who are required to understand a particular process. Announcements are made to Training Coordinators, who in turn request nominations from supervisors in their Office.

For **all other courses**: A Training Request (NRC Form 368 sample form shown on the next page) must be completed by the employee and forwarded to the MDTS through his/her supervisor and the office training coordinator.

A description of how the Form 368 is used to request, approve, authorize, obligate, and record training is given below:

- Initiated by employee—all questions on form must be answered. Social Security number must be given by employee.
- Approved and signed by supervisor.
- Approved and signed by Division Director of designated Office approving official.
- Sent to MDTS, where it is date stamped and assigned a training request number.

(Executive Development, Richard A. Allen; Management/Supervisory, August K. Spector)

TRAINING ANNOUNCEMENT

U.S. NUCLEAR REGULATORY COMMISSION

TRAINING COORDINATORS

OFFICE	NAME*	TELEPHONE		MAIL STOP
ACRS	Austin L. Newsom	634-3315		H-1016
ASLBP	Nancy Merkel/Charles Fitti	492-7816		EW-439
ASLAP	Jeanne Shoemaker	492-7663		EW-529
OGC	Judy Marsh	634-3224		H-1035
SECY	Mac McGregor	634-3107		H-1149
OIA	Ann Bowden	492-7301		EWS-461A
OPE	Mickey Tenaglia	634-1427		H-1015
OI	Polly Schofield	442-7246		EWS-434
OPA	Gladys Ordaz	492-7715		MNBB-3217
OCA	Gigi Rammling	634-1443		H-1159
EDO	Margo Bridgers	492-7585		MNBB-6209
ADM	Janis Dambly	492-8120		MNBB-2100
ELD	Mary Ann Warner	492-4257		MNBB-9604
RM	C.A. Beckwith	492-3184		MNBB-12109
IP	Bill Upshaw	492-4725		EWS-414
SP	Carolyn Duggans	492-9870		AR-5303
AEOD	Fred Hebdon	492-4480		EWS-263A
OSDBU/CR	Wm. Kerr/Karen Brown	492-7679		MNBB-7203
NMSS	Sally Cornell	427-4072		SS-958
NRR	Debbie Chan	492-7628		P-433
RES	Didtra Manson	427-4304		SS-1130
IE	Tanya Champion	492-4081		EW-359
R:I	Vacant	488-1217		
	Lynne Broadwater	488-1386		
R:II	Richard Maley	242-6470		
	Buffy Harper	242-4177		
R:III	Gen Roy	388-6470		
	LaRue Mills	388-5730		
	Martha Turnbore	388-5751		
R:IV	Chip Foster	728-8273		
	Dorothy Ward	728-8100		
	Linda Ousley	728-8143		
R:V	Kathleen Hamill	463-3743		
	Nancy Houston	463-3798		
RTC/TN	Rick Hasselberg (615)	899-5454		
	Irene Haycraft	852-8121		
OCM CONTACTS	Walt Magee	634-1436	H-1149	
	Katherine Powell	634-1459	H-1149	
	Dianne Johnson	634-3308	H-1149	
	Ken Cohen	634-1455	H-1149	
	John Montgomery	634-1461	H-1149	
	ITS LAB	492-5716		
		492-5790		

*The names on this list are subject to change. A current list is maintained at all times by MDTS.

- Training is authorized by MDTS.
- Funds are obligated by ADM/Fiscal Section.
- Returned to MDTS for processing to training facility.

1. Except for OPM, which only gets a copy of Form 368, a form letter and a copy of Form 368 are sent to the training institution, authorizing training and giving billing instructions.

2. A request for evaluation of training (Form 368A) is sent to the Office Training Coordinator for the employee, along with a copy of the 368 (see Form 368A on next page.)

After completion of the training

1. The employee should **evaluate the training as soon as possible, but not later than two weeks after completion of the course.**

2. Upon receipt of the evaluation, MDTS will send a copy to O&P for updating of the employee's official personnel folder (OPF) to include the completed training.

OFFICE OF PERSONNEL MANAGEMENT TRAINING

The Office of Personnel Management (OPM) is charged with administering training over a wide variety of non-technical (scientific) disciplines. It issues a Training Catalog with brief course descriptions that has been made available to the Training Coordinators in each NRC Headquarters office.

The course listings are arranged somewhat differently than the listing in this **Guide to Training Opportunities**. However, the manner of listing in the catalog may facilitate the task of locating the specific area in which training is desired. (Page number refers to page number in the OPM catalog.)

Nominations for training should be typed on NRC Form 368.

The mailing address of the OPM facility should be typed (as shown below) in all capital letters without punctuation (in the facility box) so the training request can be sorted automatically by the Postal Service.

OFFICE OF PERSONNEL MANAGEMENT
(ENTER NAME OF TRAINING CENTER) WED
P O BOX 7230
WASHINGTON, DC 20044

The mailing address for non-residential government executive institute courses is as follows:

OFFICE OF PERSONNEL MANAGEMENT
(ENTER NAME OF INSTITUTE)
P O BOX 988
WASHINGTON, DC 20044
TELEPHONE: FTS (8) 632-5662

Nominations should be received by OPM at least two weeks before the course begins. Nominations can sometimes be accepted up to the beginning of the course; so, if the nomination deadline has passed, call the center to see if there may still be room.

The cancellation deadline is one week before the start of the course. It is the latest date nominations may be canceled without charge to an agency. If an emergency arises and the agency cancels after the deadline, the agency will be billed. The nomination will then be held for the next course on a space-available basis. The applicant will be notified by OPM, and should report to class only after notification.

For other information on courses in the OPM catalog, available agency-specific courses, or other services, call the appropriate Washington, D.C., training organization. The telephone numbers are:

Administrative Support	(202) 254-3211
Communicating	(202) 632-6047
Congressional and Governmental Operations	(202) 632-5662
Employees Relations	(202) 632-4410
Equal Employment Opportunity	(202) 632-9772
Financial Management Accounting and Budgeting	(202) 632-5600
Financial Management Governmental Financial Management	(202) 632-5600
Information Systems Technology Computer Skills	(202) 632-5600
Information Systems Technology Information Systems	(202) 632-5600
Information Systems Technology Office and Library Automation	(202) 632-5600
Information Systems Technology Systems, Analysis, Design and Management	(202) 632-5600
Governmental Management	(202) 632-5671
Governmental Personnel Management	(202) 632-5636
Labor Relations	(202) 632-4410
Management Analysis Analytical Techniques	(202) 632-5600
Management Analysis Statistical Techniques	(202) 632-5600
Organizational Administration Managing Information	(202) 254-3211
Organizational Administration Managing People	(202) 632-5636
Performance Management	(202) 632-5600
Personnel Staffing	(202) 632-9772
Position Classification	(202) 632-9772
Training and Development	(202) 632-5636

FEI

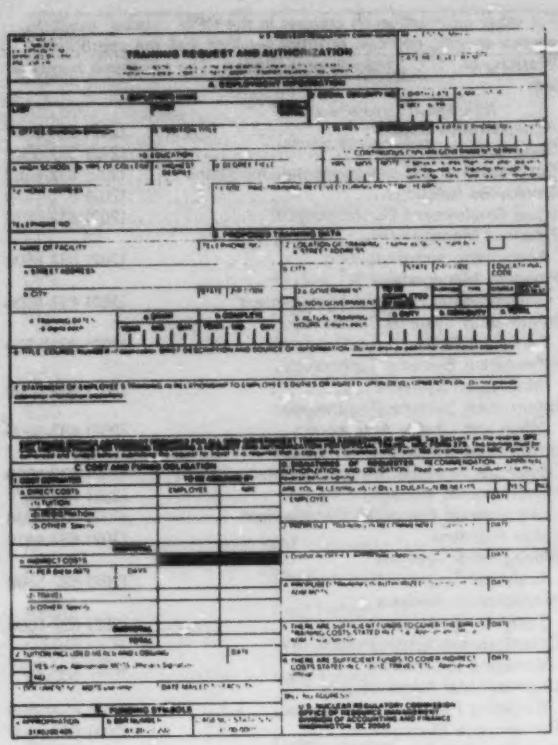
Federal Executive Institute
1301 Emmet Street
Charlottesville, Virginia 22901
Commercial (804) 296-0181
FTS (8) 938-1295

ESC

Manager
Western Executive Seminar Center
1405 Curtis Street
Denver, Colorado 80202
Commercial (303) 844-6181
FTS (8) 564-6181

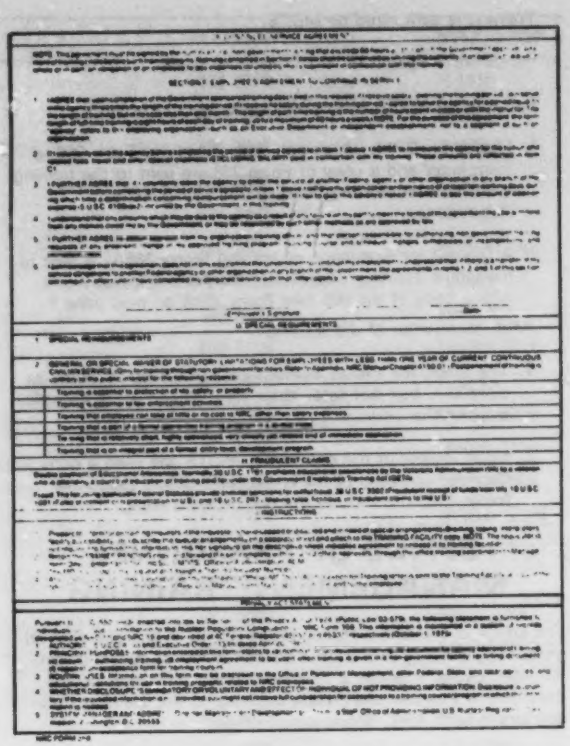
Manager
Eastern Executive Seminar Center
c/o U.S. Merchant Marine Academy
Kings Point, Long Island
New York 11024
Commercial (516) 487-4500 or
482-8200, ext. 343; FTS (8) 663-8343

Manager
Central Executive Seminar Center
Broadway and Kentucky Avenues
Oak Ridge, Tennessee 37830
Commercial (615) 576-1730
FTS (8) 626-1730

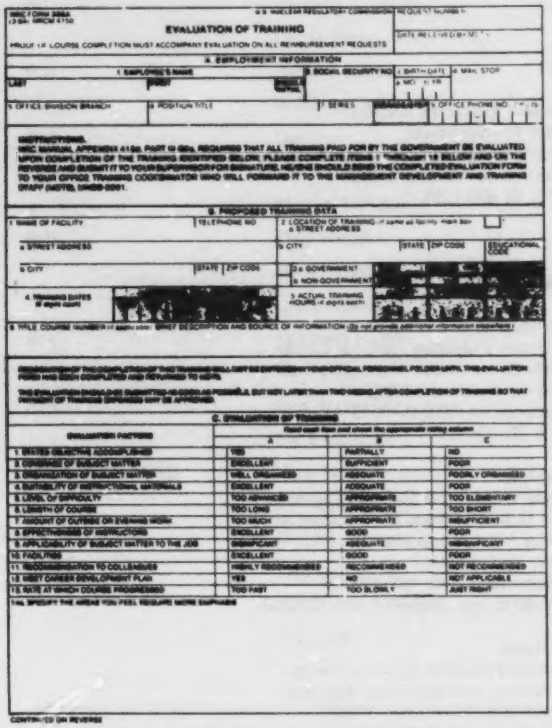


TRAINING REQUEST AND AUTHORIZATION

NRC Form 368, page 1

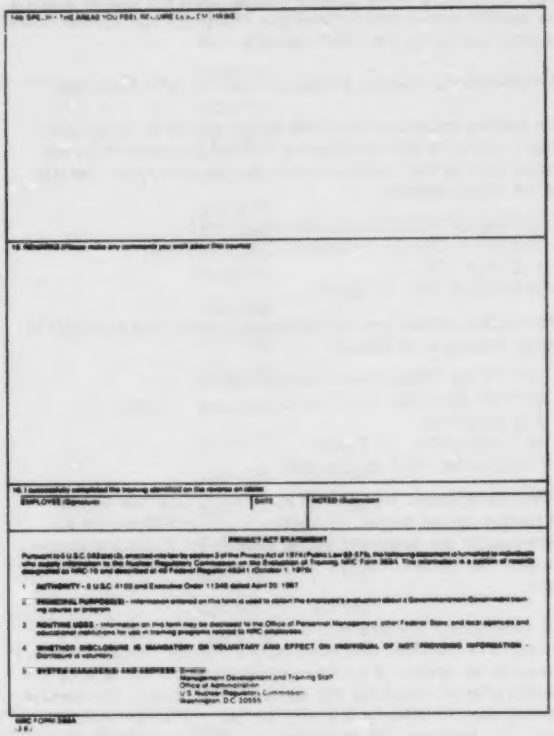


NRC Form 368, page 2



EVALUATION OF TRAINING

NRC Form 368A, page 1



NRC Form 368A, page 2

REGIONAL TRAINING CENTERS

Courses identical or similar to those listed in this catalog are available through OPM's regional training centers. Call the appropriate regional office for the center's schedule and program content:

Regional Office	Places Served
Atlanta Region U.S. Office of Personnel Management 75 Spring Street, S.W. Atlanta, Georgia 30303 FTS 242-3488	Kentucky, North Carolina, South Carolina, Alabama, Mississippi, Georgia, Florida, Tennessee
Boston Region U.S. Office of Personnel Management Post Office and Courthouse Building Boston, Massachusetts 02109 FTS 223-5786	Maine, Vermont, New Hampshire, Massachusetts, Connecticut, Rhode Island
Chicago Region U.S. Office of Personnel Management Federal Office Building 30th Floor 230 S. Dearborn Street Chicago, Illinois 60604 FTS 353-2919	Minnesota, Michigan, Wisconsin, Ohio, Illinois, Indiana
Dallas Region U.S. Office of Personnel Management 1100 Commerce Street Dallas, Texas 75242 FTS 729-8245	New Mexico, Texas, Oklahoma, Arkansas, Louisiana
Denver Region U.S. Office of Personnel Management Denver Federal Center Building 20 Denver, Colorado 80225 FTS 234-2304	Wyoming, Montana, Utah, Colorado, North Dakota, South Dakota
New York Region U.S. Office of Personnel Management Federal Building 26 Federal Plaza New York, New York 10007 FTS 264-8460	New York, New Jersey, Puerto Rico, Virgin Islands
Philadelphia Region U.S. Office of Personnel Management 600 Arch Street Philadelphia, Pennsylvania 19106 FTS 597-2527	Virginia, Pennsylvania, West Virginia, Maryland, Delaware
San Francisco Region U.S. Office of Personnel Management 2nd Floor 120 Howard Street San Francisco, California 94105 FTS 454-7700	Arizona, California, Hawaii, Nevada (Region also cover Pacific Ocean area)

Seattle Region
U.S. Office of Personnel Mangement
New Federal Building
26th Floor
915 2nd Avenue
Seattle, Washington 98174
FTS 399-7193

Alaska, Washington, Oregon, Idaho

St. Louis Region
U.S. Office of Personnel Management
300 Old Post Office Building
815 Olive Stret
St. Louis, Missouri 63101
FTS 279-4274

Iowa, Nebraska, Kansas, Missouri

The NRC Guide indicates additional opportunities for training other than OPM. The course listings are provided to assist NRC employees in their efforts to obtain appropriate training.

CONGRESSIONAL AND GOVERNMENTAL OPERATIONS
(202) 632-5662

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III-18 Congressional Operations Institute
III-18 Congressional Update Series
III-19 Congressional Update Series: Access to Congress
III-19 Congressional Update Series: Congress and Money
III-20 Congressional Update Series: Congressional Leadership and Floor Action
III-20 Congressional Update Series: Foreign Policy and National Security Issues
III-21 Congressional Update Series: Oversight of the Executive Branch
III-21 Federalism: A New Emphasis
III-22 Government Operations Seminar
III-23 Legislation Development Institute
III-23 Legislative Briefing Conference for Administrative, Technical and Support Personnel
III-23 Legislative Tracking
III-24 Regulation Development and Control Institute
III-25 Symposium on the Freedom of Information and Privacy Acts: Update on a New Era

GOVERNMENTAL MANAGEMENT
(202) 632-5671

III-27 Advanced Management Seminar
III-27 Executive Leadership Seminar
III-28 Management Assessment Workshop
III-28 Managing Scientists and Engineers
III-29 Middle Management Institute
III-29 Seminar in Managerial Effectiveness
III-30 Transition Management

GOVERNMENTAL SUPERVISION
(202) 632-5671

III-32 Basic Management Techniques
III-32 Introduction to Supervision
III-33 Leadership and Women
III-33 Problem Solving and Decision Making
III-34 Supervision and Group Performance

ORGANIZATIONAL ADMINISTRATION—MANAGING PEOPLE
(202) 254-3211

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III-36 Assertiveness Skills for Supervisors
III-37 Civil Service Retirement Program: Administrative Procedures
III-37 Handling Employee Leave
III-38 Individual Performance Plans: A Workshop
III-38 Interaction Management
III-39 Job Analysis for Subject-Matter Experts
III-39 Labor Relations for Supervisors and Management Officials
III-40 Management Briefing and Occupational Safety and Health
III-40 Managing Government Writing
III-41 Managing Performance
III-41 MSPB Briefing
III-42 Payroll, Time, Leave, and Attendance for Supervisors
III-42 Performance Appraisal: Counseling and Feedback
III-43 Performance Management Symposium
III-43 Personnel Management for Supervisors and Managers: A Workshop
III-44 Position Classification for Supervisors and Managers
III-44 Resolving Grievances Under a Labor Agreement
III-45 Stress Management for Supervisors and Managers
III-45 Supervising Employee Performance and Conduct Problems
III-46 Supervision and Personal Skills
III-46 The Role of Supervisors and Managers in EEO
III-47 The Role of the Deciding Official in Unacceptable Performance and Adverse Actions
III-47 The Supervisor's Role in Federal Employee Occupational Safety and Health
III-48 Understanding and Managing Human Behavior

ORGANIZATIONAL ADMINISTRATION—MANAGING INFORMATION
(202) 632-4410

III-50 Computer Literacy for Managers and Supervisors
III-50 Design of Automated Databases for Users/Managers
III-51 Ideas and Authors Seminar
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III-56 Planning Techniques for Management
III-56 Presenting Analytical Reports
III-57 Program Evaluation in the Management Process
III-57 Project Management: A Workshop in Planning, Scheduling and Control Techniques
III-58 Results Oriented Management
III-58 Successful Implementation of the Freedom of Information Act and Privacy Act

GOVERNMENTAL PERSONNEL MANAGEMENT
(202) 632-5636

III-61 Automated Personnel Systems
III-61 Introduction to Personnel Management
III-62 Management of Personnel Evaluation Surveys
III-62 Personnel Management Evaluation: The Onsite Survey Method
III-63 Preparation and Review of Personnel Actions Workshop
III-63 Processing Personnel Actions: An Introduction
III-64 Using the Federal Personnel Manual
III-64 Writing Position Descriptions

PERFORMANCE MANAGEMENT
(202) 632-4410

III-66 Handling Employee Leave
III-66 Individual Performance Plans: A Workshop
III-67 Managing Performance
III-67 Organizational Behavior and Performance
III-68 Performance Appraisal: Counseling and Feedback
III-68 Performance-Based Actions
III-69 Performance Management Symposium
III-69 Performance Management Update
III-70 Position Classification for Supervisors and Managers
III-70 Results-Oriented Management
III-71 Supervising Employee Performance and Conduct Problems
III-71 Supervision and Personnel Skills
III-72 The Role of the Deciding Official in Unacceptable Performance and Adverse Actions
III-72 Understanding and Managing Human Behavior

EMPLOYEE RELATIONS
(202) 632-4410

III-74 Adverse and Conduct-Based Actions
III-74 Agency Administrative Grievance System
III-75 Basic Employee Relations
III-75 Case Preparation and Presentation Before MSPB
III-76 Computation of Civil Service Retirement Benefits
III-76 Employee Counseling Services Program
III-77 Impact of Social Security on the New Federal Employee
III-77 Occupational Safety and Health Training for Collateral Duty Personnel
III-78 Performance-Based Actions
III-78 Performance Management Update
III-79 Planning for Retirement
III-79 Workshop on the Federal Employee Health and Life Insurance Programs

EQUAL EMPLOYMENT OPPORTUNITY

III-81 Advanced EEO Counseling
III-81 Affirmative Action and the Federal Equal Opportunity Recruitment Program

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III-82 Basic EEO Counseling
III-82 EEO for Advisory Committee Members
III-83 EEO Personnelists
III-83 EEO for the Federal Employee
III-84 EEO Law: Its Impact on the Federal Program
III-84 Federal EEO Affirmative Action Program Planning
III-85 Introduction to the Federal Equal Employment Opportunity Program
III-85 Investigation of Complaints of Discrimination
III-86 Planning for Career Advancement
III-86 Processing Complaints of Discrimination
III-87 Selective Placement and Veterans Employment: A Seminar for Coordinators
III-87 Special Emphasis Program: Manager's Workshop
III-88 The Federal Women's Program: A Workshop
III-88 The Hispanic Employment Program: A Workshop
III-89 Upward Mobility: Planning and Implementation

LABOR RELATIONS
(202) 632-4410

III-91 Arbitration Workshop
III-91 Basic Labor Relations
III-92 Determining Negotiability in the Federal Sector
III-92 Fundamentals of Negotiating Labor Agreements
III-93 Labor Relations for Personnelists
III-93 Strategic and Tactics for Negotiating Labor Agreements
III-94 Unfair Labor Practices Workshop

PERSONNEL STAFFING
(202) 632-9772

III-96 Assessment I: Introduction to Job Analysis
III-96 Assessment II: Personnel Assessment and Selection
III-97 Assessment III: Developing a Rating Schedule
III-97 Basic Staffing and Placement
III-98 Career Alternatives in a Changing Workforce
III-98 Issues Seminar for Senior Staffing Specialists
III-99 Job Element Examining
III-99 Merit Promotion Principles and Practices
III-100 Overview of Reduction in Force
III-100 Personnel Interviews
III-101 Personnel Staffing in the Federal Government
III-101 Qualification Analysis
III-102 Reduction in Force
III-102 Seminar for Outplacement Coordinators
III-103 Suitability Adjudication and Security Issues

POSITION CLASSIFICATION
(202) 632-9772

III-105 Basic Position Classification
III-105 Issues Seminar for Senior Classifiers
III-106 Position Analysis and Design
III-106 Position Classification Analysis and Evaluation
III-107 Position Classification Evaluation Reports
III-107 Position Classification in the Federal Government
III-108 Position Classification Obtaining Facts and Presenting Findings
III-108 Position Management
III-109 SGEG: The Supervisory Grade Evaluation Guide
III-109 The Federal Wage System

TRAINING AND DEVELOPMENT
(202) 632-5636

III-111 Career Development Workshop
III-111 Human Resource Development Seminars
III-112 Impact Assessment Workshop (Determining Training Results)

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III-112 Instructor Training
III-113 Introduction to Training and Development
III-113 Technologies in Instruction
III-114 Training Course Design and Development
III-114 Using Video in Training
III-115 Visual Design Workshop

FINANCIAL MANAGEMENT—GOVERNMENTAL FINANCIAL MANAGEMENT
(202) 632-5600

III-117 Administering Block Grants
III-117 Analysis and Interpretation of Financial Statements
III-118 Budgeting and Accounting for Non-Financial Managers
III-118 Certifying Officers, Your Roles and Duties
III-119 Debt Collection by Telephone
III-119 Effective Cash Management
III-120 Financial Aspects of Contracts and Grants
III-120 Government Payroll Recordkeeping and Procedures
III-121 How the Federal Government Funds Agency Programs and Activities
III-121 How to Improve Debt Collection Practices
III-122 Improving Federal Payment Systems
III-122 Introduction to Financial Management
III-123 Introduction to OMB Circular A-87: Cost Principles and Cost Allocation Plans
III-123 Introduction to Voucher Examination
III-124 Joint Travel Regulations and Procedures Involving DoD Civilians
III-124 Monitoring Letters of Credit: Controlling Drawdowns of Federal Funds
III-125 Preparation of Financial Reports
III-125 Pricing Strategies for Reimbursable Activities
III-126 Uniform Administrative Requirements for Grants-in-Aid: OMB Circulars A-102 and A-110
III-126 Vulnerability Assessment
III-127 Workshop for Imprest Fund Cashiers

FINANCIAL MANAGEMENT—ACCOUNTING AND BUDGETING
(202) 632-5600

III-129 Accounting for Secretarial, Administrative, and Clerical Personnel
III-129 Accounting Procedures in Federal Agencies
III-130 Appropriation Law Seminar
III-130 Automated Accounting Systems
III-131 Budget Analysis Workshop
III-131 Budget Estimating Techniques
III-132 Budget Execution
III-132 Budget Formulation
III-133 Budget Presentation and Justification
III-133 Budgeting for Revolving Funds, Industrial Funds, and Stock Funds
III-134 Budgeting with Microcomputers—Advanced
III-134 Budgeting with Microcomputers—Introductory
III-135 Cost Accounting for Government Contracts
III-136 Data Handling for Budget and Accounting Techniques
III-136 Fund Accounting for Managers and Supervisors
III-137 Governmental Bookkeeping and Accounting I—Introductory
III-137 Governmental Bookkeeping and Accounting II—Intermediate
III-138 Introduction to Cost Accounting
III-138 Practice Problems in Governmental Accounting
III-139 The Federal Budget Process
III-139 Writing Effective Budget Justifications

MANAGEMENT ANALYSIS—ANALYTICAL TECHNIQUES
(202) 632-5600

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III-141 A-76 Implementation Seminar
III-141 Administrative Systems and Procedures Analysis
III-142 Advanced Management Analysis
III-142 Data Collection and Analysis
III-143 Elements of Management Analysis
III-143 Management Advisory Techniques: Consulting Skills
III-144 Management Analysis and Review
III-144 OMB Circular A-76/Cost Handbook Workshop
III-145 Project Management with Microcomputers
III-145 Techniques for Systematic Analysis and Improvement
III-146 Writing Statements of Work for A-76 Reviews

MANAGEMENT ANALYSIS—STATISTICAL TECHNIQUES
(202) 632-5600

III-148 Correlation and Regression Analysis
III-148 Cost Benefit Workshop
III-149 Information Requirements Analysis
III-149 Information Systems: Analysis and Improvement
III-150 Introduction to Program Evaluation
III-150 Math for Budget and Finance
III-151 Mathematics for Governmental Operations
III-151 Measuring Efficiency in Government
III-152 Presenting Statistics Using Graphs, Charts, and Tables
III-152 Program Evaluation Methods
III-153 Quick and Easy Math
III-153 Sample Survey Techniques
III-154 Selected Techniques for Operations Analysis
III-154 Statistical Control Systems: Design and Use
III-155 Statistical Techniques for Analysis
III-155 Statistics for Government—I
III-156 Statistics for Government—II
III-156 Statistics for Management
III-157 Time and Cost Estimating Techniques

INFORMATION SYSTEMS—TECHNOLOGY
(202) 632-5600

III-159 ADP for Clerical and Secretarial Personnel
III-159 Advanced Lotus 1.2.3.
III-160 Computer Literacy Training for Administrative and Clerical Personnel
III-160 Computer Programming for Users/Managers
III-161 Distributed Data Processing
III-161 Fundamentals of ADP for Computer Specialist Trainees
III-162 Fundamentals of Data Communications
III-162 Introduction to ADP Systems Analysis
III-163 Introduction to Computer File Structures and Database Design
III-163 Introduction to dBase III
III-164 introduction to Lotus 1.2.3.
III-164 Introduction to Microcomputer Operating Systems
III-165 Introduction to Multiplan
III-165 Introduction to Supercalc
III-166 Microcomputer Software Applications
III-166 Seminar in Advanced Computer Systems Technology
III-167 Seminar on Microcomputers
III-167 Seminar on Minicomputers
III-168 Systems Design Considerations in an On-Line Environment
III-168 Systems Workshop for Computer Specialist

INFORMATION SYSTEMS TECHNOLOGY OFFICE AND LIBRARY AUTOMATION
(202) 632-5600

III-170 Automated Bibliographic Databases
III-170 Conducting a Teleconference

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III-171 Electronic Mail: Techniques and Applications
III-172 Integrating Office Operations with Information Technology
III-172 Introductions to Office Automation
III-173 Micrographics in Automated Information Systems
III-173 Office Automation Requirements Analysis
III-174 People: Key Factor in Office Automation
III-174 Seminar in Library Automation
III-175 Storage and Retrieval Techniques

INFORMATION SYSTEMS TECHNOLOGY—COMPUTER SKILLS
(202) 632-5600

III-177 COBOL Programming Techniques
III-177 Fundamentals of ANS COBOL
III-178 Fundamentals of FORTRAN IV
III-178 Fundamentals of Programming Logic Development
III-179 Introduction to Job Control Language
III-179 Programming in BASIC
III-180 Workshop in COBOL

INFORMATION SYSTEMS TECHNOLOGY—SYSTEMS ANALYSIS, DESIGN, AND MANAGEMENT
(202) 632-5600

III-182 Computer Resources Management
III-182 Computer Security and Risk Management
III-183 Database and Data Communications Systems Design—An Advanced Course
III-183 Database Management Systems
III-184 Data Entry/Source Data Automation and Computer Output Devices
III-184 Data Processing Project Management
III-185 Design of Computerized Management Information
III-185 Documentation and Flowcharting Techniques
III-186 Structured Analysis and Design
III-186 Systems Analysis for Computer Programmers

ADMINISTRATIVE SUPPORT
(202) 254-3211

III-188 Administrative Officers Seminar
III-188 Advanced Administrative Officers Seminar
III-189 Better Office Skills and Service
III-189 Creative Problem Solving
III-190 Developing Positive Relationships with Supervisors
III-190 Freedom of Information Art and Privacy Act Workshop for Administrative and Secretarial Personnel
III-191 Letterwriting for Secretaries
III-191 Management of Time
III-192 Office Management
III-192 Office Productivity Through Individual Leadership
III-193 Proofreading
III-193 Secretarial Decision Making
III-194 Secretarial Office Procedures
III-194 Seminar for Executive Procedures
III-195 Shorthand Refresher
III-195 Stress Management for Secretaries
III-196 Telephone Techniques: The Communications Connection
III-196 Time and Attendance: Recordkeeping Procedures
III-197 Time Management for Support Staff Personnel
III-197 Work Processing: A Clerical/Secretarial Orientation

COMMUNICATING
(202) 632-6047

III-199 Accelerated Reading
III-199 Basic Communications Skills
III-200 Constructive Conflict Resolution

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III-200 Effective English Workshop
III-201 Effective Listening and Memory Development
III-201 Essentials of English
III-202 Fundamentals of Writing
III-202 Government Briefing Techniques
III-203 Improved Service to the Public
III-203 Interpersonal Communications
III-204 Interviewing Techniques
III-204 Introduction to Editing
III-205 Letterwriting in Government
III-205 Making Meetings Work
III-206 Report Writing in Government
III-206 Techniques of Negotiating
III-207 Voice and Diction Improvement

EXECUTIVE COURSES
(202) 632-5662

II-4 Executive Interchange Series
II-4 Hearing Process Workshop
II-5 Institutional Environment and Liaison for the Federal Executive
II-5 Legislative Operations Roundtable for Executives
II-6 Legislative Tracking for Executives
II-6 Performance Management for the Federal Executive
II-7 Personal Liability of the Federal Executive
II-7 Policy Presentation in the Media Setting
II-8 Regulatory Update '86
II-8 Senior Executive Service Candidate Development Program
II-9 The Executive Role

NATIONAL INDEPENDENT STUDY CENTER
P.O. BOX 25167
DENVER, COLORADO 80225
(FTS) 776-4100

OPM's National Independent Study Center assists government agencies in meeting their employee development and training needs through independent study. The following courses are offered to federal employees throughout the nation:

NISC Catalog
Page
10 Air Force Pay Setting
12 Applied Supervision
14 Automatic Data Processing (ADP)
16 Basic Labor Relations
18 Basic Personnel Management (How to Use The Federal Personnel Manual)
20 Dealing with the Public
22 Developing a Budget for a Unit
24 EEO - Its Place in the Federal Government
26 Governmental Bookkeeping and Accounting
28 Math Refresher
30 Personnel Clerk Functions
32 Position Management and Classification for Supervisors
34 Position Management and Position Classification
36 Practical Statistics
38 Preparation for Retirement
40 Programmed English Usage
42 Proofreading
44 Solving Performance and Conduct Problems
46 Time Management
48 Using FPM Supplement 296-33, The Guide to Processing Personnel Actions
50 Writing Analytical Reports
52 Writing Short Information Reports

GSA TRAINING CENTER
P.O. BOX 15608
ARLINGTON, VA 22215-0608
(703) 557-0966

INFORMATION RESOURCES MANAGEMENT TRAINING

The GSA Training Center has expanded its interagency training courses in an overall effort to improve the effectiveness of the government's administrative management functions. The GSA Training Center provides quality training programs to help federal employees increase work-related skills. GSA has a wealth of knowledge in information resources management, procurement and supply management, real and personal property management, and travel and transportation management. The GSA courses provide not only policy changes in these program areas, but also the reasons behind the changes. The training also provides alternative operating techniques to enhance each participant's job skills and efficiency. GSA's goal is to enhance employee knowledge and skills needed to run government programs more cost-effectively. (Page number corresponds to page number in GSA Training Catalog).

INFORMATION RESOURCES MANAGEMENT TRAINING INSTITUTE
(703) 557-1171

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4 Advanced Microcomputer Skills for Auditors and Investigators—A Hands-On Course
5 Audiovisual Records: Special Values, Special Problems
5 Basic Principles of Directives Management
5 Basic Programming—A Hands-On Course
5 Condor III—A Hands-On Course
5 Correspondence Course on Microcomputers
6 Database Applications and Programming—A Hands-On Course
6 Database Systems on Microcomputers—A Hands-On Course
6 dBase II—A Hands-On Course
6 dBase III—A Hands-On Course
7 Evaluation and Selection of Microcomputers
7 Executive Introduction to Microcomputers—A Hands-On Course
7 Financial Management Using Microcomputers—A Hands-On Course
7 Forms Analysis and Design
8 Forms for Automation
8 Forms Improvement
8 Graftalk—A Hands-On Course
8 Graphics for Microcomputers—A Hands-On Course
8 IBM/MS-DOS—An Introductory Hands-On Course
9 IBM/MS-DOS—An Advanced Hands-On Course
9 Information Resources Management: A Plan for Action
9 Introduction to Microcomputers and Their Applications—A Hands-On Course
10 Local Area Networks for Microcomputers—A Hands-On Course
10 Lotus 1-2-3: An Introductory Hands-On Course for New Microcomputer Users
10 Lotus 1-2-3: An Introductory Hands-On Course for Experienced Microcomputer Users
11 Lotus 1-2-3: An Advanced Hands-On Course
11 Lotus 1-2-3 for GRID Users: An Introductory Hands-On Course
11 Lotus 1-2-3 Used for Budget Execution—A Hands-On Course

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11 Lotus 1-2-3 Used for Financial Analysis—A Hands-On Course
12 Lotus 1-2-3 Used for Government Contracting—A Hands-On Course
12 Magic of Microcomputers: An Introduction to the Zenith
12 Mail Management
12 Mail Operations
13 Management Introduction to Microcomputers
13 Management Seminar on Software Conversion
13 Manager's Seminar in Information Resources Management
14 Managing Computer Accommodation for Users with Disabilities
14 Managing Records and Information Programs
14 Managing the ADP Acquisition Process
15 Microcomputers: Beyond the Basics—A Hands-On Course
15 Microcomputer Familiarization
15 Microcomputer Fundamentals
15 Microcomputer Site Planning
16 Microcomputer Skills for Auditors and Investigators—A Hands-On Course
16 Micrographics Fundamentals
16 Multimate—A Hands-On Course
16 Multiplan—A Hands-On Course
17 Night Courses on Microcomputers
17 PeachCalc—A Hands-On Course
17 PeachText—A Hands-On Course
18 Plain Letters for Managers
18 Planning for Office Automation
18 Project Management Using Microcomputers—A Hands-On Course
18 R:BASE 4000—A Hands-On Course
19 Seminar on Microcomputers for Data Processing Personnel
19 Software Engineering Management Seminar
19 Software Improvement Management Seminar
19 Software Tool Evaluation and Selection Seminar
20 Spreadsheets for Microcomputers—A Hands-On Course
20 Symphony—An Introductory Hands-On Course for New Microcomputer Users
20 Telecommunications Applications in Office Automation—A Hands-On Course
20 Telecommunications for Microcomputers—A Hands-On Course
21 Wordstar/Mailmerge—A Hands-On Course
21 Writing Effective Directives
21 Zenith Hardware and Software Overview—A Hands-On Course
22 **NARA Courses in Records Management**
22 (NARA) Files Improvement
22 (NARA) Introduction to the Maintenance and Disposition of Federal Records
22 (NARA) Records Disposition

PROCUREMENT AND SUPPLY MANAGEMENT TRAINING INSTITUTE
(703) 557-0885

23 ADP Contracting
24 ADP/Telecommunications Contracts—Role of the COTR
24 Advanced Contract Administration
24 Advanced Procurement Management
25 Art of Negotiation
25 Assisting Small Business Through Government Contracts
25 Basic Procurement
26 Contracting for Architect/Engineer Services
26 Construction Contracting
26 Contract Quality Assurance
26 Contracting by Sealed Bidding
27 Contracting for Commercial Services

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27 Contracting for Contracting Officer's Representatives (COR's)
27 Cost and Price Analysis
28 Default Termination of Government Contracts
28 Developing Work Statements for Negotiated Procurement
28 Developing Work Statements for Research and Development Contracting
29 Evaluating a Contractor's Performance
29 Executive Seminar in Acquisition
29 Federal Acquisition Process
29 Federal Standard Requisitioning and Issue Procedures System (FEDSTRIP)
30 Federal Supply Management: Policies and Procedures
30 Government Contract Administration
31 Government Contract Law
31 Government Contract Negotiation Techniques
31 Government Contract Negotiation
32 Government Contract Termination
32 Inventory Management and Economic Order Quantity Techniques
32 Life-Cycle Costing
32 Management of Defense Acquisition Contracts
33 Managing Federal Grant and Assistance Programs
33 Military Standard Requisitioning and Issue Procedures System (MILSTRIP)
33 Research and Development Contracting
34 Small Purchases/Schedule Contracts
34 Source Evaluation Procedures (for Federal Procurement)
35 Storage and Materials Handling
35 Types of Government Contracts
35 Value Engineering Workshop

REAL AND PERSONAL PROPERTY MANAGEMENT TRAINING INSTITUTE
(703) 557-1322

36 Basic Elements of Property Management
37 Computer Security
37 Federal Space Management: Policies and Procedures
38 Fleet Management
38 Government Property Administration
38 Introduction to Federal Projects and Historic Preservation Law
39 Office Acoustics
39 Personal Property Utilization and Disposal
40 Physical Security
40 Property Management for Custodial Officers
41 Safety and Health in Public Buildings
41 The Space Process: Programming and Layout
41 Utilization and Disposal of Real Property

TRAVEL AND TRANSPORTATION MANAGEMENT TRAINING INSTITUTE
(703) 557-1318

42 Deregulation of Transportation—Its Effect on Government Transportation Programs
43 Introduction to Transportation Management
43 Overseas Travel
43 Planning for Official Travel
44 Relocation Allowances—Federal Travel Regulations and Joint Travel Regulations, Vol. II
44 Temporary Duty Travel—Federal Travel Regulations
45 Temporary Duty Travel—Uniformed Services
45 Temporary Duty Travel—Department of Defense Civilian Travel
46 Transportation Considerations in the Acquisition Process
46 Transportation Contracts and Negotiations
46 Transportation Documentation—Preparation

NATIONAL INSTITUTES OF HEALTH COMPUTER CENTER PROGRAMS

The NIH Computer Center offers *free* to NRC employees on an availability basis a variety of computer-related courses in each of four terms (summer, fall, winter, spring) throughout the year. A full description of the program, including course description, nomination procedure, and grade requirements, can be found in the NIH Publication "Computer Training Courses and Seminars."

An NRC Training Request (Form 368) plus an NIH application (NIH Form 1533 (Rev 4-80)) should be prepared by each applicant for enrollment into these courses. Application forms for these courses may be found in the "Computer Training Courses and Seminars" brochure. All applications for the terms desired should reach NIH Computer Center Technical Information Office via ADM/MDTS by the 15th of June (summer), the 15th of September (fall), the 15th of December (winter), and the 15th of March (spring).

Before applying for a course, please read carefully the course description and prerequisites given in the "Computer Training Courses and Seminars" brochure. Be sure you meet all prerequisites and are able to set aside the time required for both the course lectures and the assignments.

If you are not already a registered user of the NIH Computer Facility with a set of initials and a NIH/DCRT account number, and the prerequisites state that this is required, you must apply for an NIH/DCRT account by submitting a completed Computer Facility Access Request to the Division of Data Automation and Management Information, Systems Support Branch (RM/DSS) before submitting your training request.

IBM 370 COURSES

Programming Languages

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11 Introduction to Programming and Program Logic
11 Introduction to FORTRAN
11 FORTRAN Workshop
12 Introduction to ANS COBOL
12 ANS COBOL Workshop
12 ANS COBOL Advanced Workshop
13 Introduction to PL/I
14 PL/I Workshop
14 Introduction to Job Control Language
15 IBM 370 Hardware/Software Topics
15 Basic Data Management at NIH
16 Advanced JCL Usage at NIH
16 Use of Utility Procedures

Operating System

14 Introduction to Computers
14 System/370 at NIH

Terminal Systems

16 WYLBUR Overview
17 Introduction to WYLBUR for Secretarial Applications
17 Introduction to WYLBUR for Data Processing Applications
18 Introduction to WYLBUR for Programmers
18 Beyond Basic WYLBUR
19 Introduction to WYLBUR Command Procedures
19 WYLBUR Command Procedures
20 Document Formatting with WYLBUR
20 WYLBUR Using Multiple Active Files
20 WYLBUR Ranges and Patterns

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Special Facilities & Programming Aids

21 Use of the UCLA BMDP Package at NIH
21 Use of the Statistical Analysis System (SAS) at NIH
21 Use of the Statistical Package for the Social Sciences Extended (SPSS-X) at NIH
23 SPSS-X for SPSS Users
24 Use of SAS/GRAPH at NIH
24 Basic MARK IV
25 RMAG22 Language
25 SLANG-Structured Language
25 Symbolic Logic Retrieval
26 Introduction to CP Tools
26 Introduction to PDOC
26 Simplified Scientific Printing Using VMAP

DECSYSTEM-10 COURSES

Programming Languages

27 PASCAL for Beginning Programmers
27 PASCAL Programming for Experienced Programmers

Operating System

28 DECsystem-10 at NIH
28 DECsystem-10 Timesharing Fundamentals
29 DEC-10 Command Procedures and BATCH
29 Using Magnetic Tapes on the DECsystem-10
29 Beyond Beginning SOS on the DEC-10
32 DEC-10 - IBM 370 File Transferring
32 DEC-10 File Organization and Protection

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32 Debugging DEC-10 FORTRAN Programs
32 Making Posters with POSTER

Special Facilities & Programming Aids

33 Computer Graphics and the OMNIGRAPH System
33 BRIGHT
34 Advanced BRIGHT
34 Creating Publication Quality Graphs with the Computer
35 Introduction to Image Processing

PERSONAL COMPUTER COURSES

37 Procuring Personal Computers at NIH
37 Getting Started with IBM Personal Computers
37 PC-DOS
38 Batch Files with PC-DOS
38 Lotus 1-2-3
38 Personal Editor
39 Introduction to DisplayWrite 3 on the IBM PC-XT
39 Introduction to dBASE III
39 Microcomputer/Mainframe Communications
40 Techniques for Using the IBM PC Macro Assembler

SEMINARS

40 Introduction to Scientific Data Analysis at NIH
41 Introduction to MLAB: Modeling, Computation, and Graphics
41 Advanced MLAB Techniques
41 Empirical Bayes Methods

SECTION II

IN-HOUSE TRAINING

SECTION II
IN-HOUSE TRAINING

The following courses have been developed and are offered by MDTS for NRC employees in response to identified employee development needs.

COURSE NAME	TARGET GROUP	DESCRIPTION	HOURS
*ABC Beginning Shorthand	Secretaries and others who require shorthand	ABC shorthand theory and extensive practice exercises. Speed development and accurate dictation to 80 words per minute.	70
Acquisition	Project Officers, and project managers of contracts or agreements, and work orders.	Federal procurement law and policies, the acquisition process, role of the source evaluation panel, contract management.	24
Better Business English (BASIC)	Secretaries/Clerical Employees	For students who need an intensive study of English grammar. Course content will include a basic review of grammar, emphasizing effective usage, capitalization, and punctuation.	40
Conflict Resolution	Secretarial/Clerical Employees	Provides secretaries and clerical employees with techniques to recognize conflict among others they must work with and to resolve conflict and enhance problem solving.	16
*Critical Element and Performance Standards	Managers and supervisors only	Analyze individual position, define requirements, performance elements, determine critical and non-critical elements, establish performance standards.	8
Effective Communication/Listening	Secretarial/Clerical Employees	A broad overview of communication skills. Focuses on why communication breaks down and how to better understand one another, in any environment. Provides numerous opportunities to practice communication skills.	24
Effective Group Interaction	Secretarial/Clerical Employees	Focuses on effective functioning of groups. Identifies characteristics of effective group and ways to make groups stronger and more cohesive in resolving conflicts, coping with change and pressure, and dealing with other's power.	24
Interviewing, Selection	Managers, supervisors and employees conducting interviews	Techniques for conducting an effective selection interview consisting of the planning, structure, strategy, and legal implications of interviewing.	8
Management Workshop	Assistant Directors, branch chiefs, managers/supervisors	Managing in a technical environment, leadership styles, planning, implementing, and controlling, accountability, delegation, and effective communications. Recommend this course be a follow-on roughly six months after completion of Supervising Human Resources Course.	24
Managing Time	Secretarial/Clerical Employees	Stresses the skill of effective and efficient time utilization for increased productivity. Focuses on time wasters, strategies to more productively use time, establish time priorities, set goals for organizing time and working more effectively.	8
Managing Your Own Career	Secretarial/Clerical Employees	Focuses on eight areas that impact on one's career. Objectives are intended to improve and communicate to attendees a professional attitude, gain insight into elements of work which provide personal satisfaction, and determine methods for developing themselves.	16

COURSE NAME	TARGET GROUP	DESCRIPTION	HOURS
Managing Your Time	Managers, supervisors, project managers, and paraprofessionals	Analysis of how employees use time. Identification of personal strengths and weaknesses in use of time. Delegation as a key technique to managing time. Identification of specific "time wasters" and how to deal with them.	16
NRC Correspondence and Procedures	Secretarial/Clerical Employees	Provides participants with the information and drill in clerical skills needed to be effective members of the NRC support staff. The course is divided into two segments of 20 hours each. The first 20-hour segment includes instruction in preparing letters and memos, applying proper telephone techniques, and following NRC security measures. The second 20-hour segment focuses on eliminating errors in correspondence utilizing worksheets made from NRC letters and memos.	40
NRC and Its Environment	Managers	Practical insights and managerial skill concerning Congressional, Executive, Judicial and other forces or special interests that impact upon NRC's policies, programs, priorities, and goals.	24
NRC: What It Is and What It Does	All NRC employees	Provides information on the interaction between major NRC offices and a working level knowledge of selected offices and the Regions. Also provides historical background on the interaction of NRC and external organizations such as: Congress, the Executive Branch, OMB, DOE, DOT, special interest groups, the nuclear industry, the media, the courts, and the states and how these institutions impact on the way NRC conducts its business.	24
NRC Correspondence and Office Procedures	Secretarial/Clerical Employees	A program designed to acquaint secretarial and clerical employees with NRC correspondence and office procedures. Provides 16 hours of grammar/proofreading skills building techniques. Conducted on a continuing basis.	40
Nuclear Reactor Concepts	Secretarial/Clerical and non-nuclear professionals who need a better understanding of nuclear power plants and waste disposal	An overview in largely non-technical terms of the operation of a nuclear power plant, an informed layman's understanding of general reactor design, reactor safety systems and nuclear waste disposal.	16
*Organizational Effectiveness and Team Building	Managers, supervisors, and their staffs	Recognized methods of improving individual and team competence in problem solving, planning, decision-making, and communicating. How to bring about teamwork techniques.	16
Personnel Management Practices	Supervisors and management personnel	Role of the NRC supervisor in planning for, acquiring, developing, and utilizing employees to accomplish the work of the organization. Course includes information concerning laws, policies, regulations, and the procedural framework within which supervisors carry out their responsibilities as well as the role of O&P and MDTS.	24
Pre-Supervisory Orientation Program	Any non-supervisory employee	Provides a vehicle by which non-supervisory personnel may learn information useful in determining their career goals and a better understanding of the role of the first-level supervisor. Part I (correspondence home study) and Part II (in-house workshop) must be completed before certificate is given.	Part I, 40 Part II, 16

COURSE NAME	TARGET GROUP	DESCRIPTION	HOURS
Problem Solving/Decision Making	Secretarial/Clerical employees	In depth analysis of the elements heading to effective problem solving, decision making, and planning. Based on Kepner Tregoe method of problem solving which critically examines the systematic approach in identifying problems, making decisions, and planning activities.	24
*Radiation Safety	Technicians and engineers	A program designed to provide certification and indoctrination in radiation safety to permit entry into restricted areas of NRC licensee facilities after a short site-specific indoctrination.	7
Regulatory Process, The	Managers and professionals/ paraprofessionals	Understanding the regulatory processes, legal requirements, and application of relevant statutes to licensing, rulemaking and inspection/enforcement, and NRC's unique role in nuclear energy as an independent regulatory agency.	16
Resolving Conflicts	Managers, professionals and paraprofessionals	Ways to deal with conflict in a positive manner. Forces that generate conflict and consequences upon different employees. How to recognize and alter conflict resolution styles and benefit from a win-win problem-solving approach.	16
Stress Management	Managers and professionals/ paraprofessionals	Job stress factors and how they can be reduced, dealing with stress carriers, relaxation training. Coping with stress and reducing self-generated stress.	16
Stress Management	Secretaries	Job stress factors and how they can be reduced, dealing with stress carriers, relaxation training. Coping with stress and reducing self-generated stress.	16
Supervising Human Resources	Supervisors, branch chiefs and above	Role of NRC supervisor; understanding the supervisory functions of planning, organizing, and controlling; leadership style identification; motivation techniques and other practical supervisory tools related to NRC supervisory situations.	40

*Will be offered on an "as-needed" basis.

SECTION III

EXECUTIVE AND MANAGEMENT DEVELOPMENT COURSES

SECTION III
EXECUTIVE AND MANAGEMENT DEVELOPMENT COURSES*

EXECUTIVE DEVELOPMENT

Executive Development training will be conducted, in general, under the auspices and guidance of the NRC Executive Resources Board (Executive Development Committee). Executive Development consists of the continued training in executive roles and management theory for incumbent NRC executives, members of the Senior Executive Service and their equivalents; and also provides for the training of participants in the NRC Senior Executive Services Candidate Development Program. The foregoing is directed by the Civil Service Reform Act of 1978. The courses and programs listed below include a wide variety of training and development opportunities that may be broadly categorized under the title, Executive Development. Some, but not all, of these courses and programs may ultimately require approval of the Executive Resources Board prior to attendance. In general, this listing should be used by incumbent executives and SES Candidate Program participants in considering the training and development needs to be incorporated in their individual development planning.

The courses listed are ones which answer the need for professional growth in NRC key executives. In addition to impacting on the technical, administrative, and human relations skills these executives need, the courses contribute to the growth of conceptual skills by exposing the executive to a spectrum of analytical perspectives on public policy issues and encouraging the formation of independent judgments.

By broadening the executive's knowledge of domestic and international policy issues, the courses increase awareness of the national and international environment in which public policy issues are defined and resolved, thus contributing to problem solving in the public policy area.

Overall, these courses are concerned with the larger values of American constitutional democracy: The pursuit of human dignity and rule of law.

As a consequence they ensure high-level competence, responsiveness and the identification with government as a whole by responsible executives in pursuit of national goals, objectives, and priorities.

The learning process is largely one of setting individual objectives, planning for their accomplishment, implementing individual learning programs, monitoring progress toward objectives, evaluation results, and formulating new or revised objectives.

*See also, Section II.

COURSE NAME	OPM	GSA	NIH	OTHER
Conference for Science Executives				Brookings
Conference for Senior Executives on Public Issues				Brookings
Executive Development Seminar (For Agency's XD Program Participants only.)	X			
Executive Interchange Series	X			
Executive Leadership Forums on Critical Public Policy Issues				Brookings
• National Energy Policy: Progress and Prospects				Brookings
• Science, Technology and the Future: Key Policy Issues				Brookings
• Reforming the Regulatory Process				Brookings
Executive Leadership Performance on Skills				FEI**
Executive Leadership Seminar	X			
Executive Role, The (GEI)*	X			
Federal Executive's Responsibilities in Administering Money and Material Resources	X			
Follow-on Conference for Graduates of Senior Executive Education Program				FEI**
Hearing Process Workshop (GEI)*	X			
Human Resource Management				Harvard

COURSE NAME	OPM	GSA	NIH	OTHER
Ideas and Authors: Public Issues	X			
Institutional Environment and Liaison for the Federal Executive	X			
Legislation Development Institute	X			
Legislative Operations Roundtable for Executives (GEI)*	X			
Legislative Tracking for Executives (GEI)*	X			
Managerial Competencies and Effectiveness Characteristics for Executives				ESC***
Performance Management for the Federal Executive				
Personal Liability of the Federal Executives (GEI)*	X			
Policy Presentation in the Media Setting (GEI)*	X			
Programs for Senior Managers in Government				Harvard
Regulatory Update '86	X			
Senior Executive Service Candidate Development Program (GEI)*	X			

*Government Executive Institute.
**Federal Executive Institute.
***Executive Seminar Center.

MANAGEMENT

MDTS recognizes that as individuals with managerial responsibilities move up the ladder from relatively specialized activity to the handling of broader concepts and issues there is a need to update knowledge and to fill significant gaps in their understanding of complex policy decisions and management issues.

A program of management development can best be designed by each individual after consultation with his or her supervisor. Courses selected should be those which in the opinion of the individual and the supervisor, will help accomplish career goals. The program should be one which will stimulate the individual to develop analytical skills that will enable him or her to cope with new and larger problems.

The courses listed have been selected to both supplement and broaden the specialized training and experience new or experienced managers have already had. They include material that will enable the manager to relate personal work experience to the framework of NRC's processes of policy formation and management.

The Office of Personnel Management's Management Sciences Training Center has developed a Program Management Training Curriculum. The ultimate objective is to develop skills which when applied on the job will increase the competency of the individual and thereby contribute to a more effective and efficient workforce.

The Program Management Training Curriculum provides learning opportunities for two primary audiences—program managers and their analytical staff. The following is a brief outline of the curriculum:

Courses Classified According to Management Experience

COURSE NAME	FACILITY	NO. OF DAYS
For Newly Appointed Managers and for Managers with Little or No Previous Management Training		
Basic Management Techniques	OPM	5
Effective Listening and Memory Development	OPM	2
Handling Employee Leave	OPM	1
Individual Performance Plans: A Workshop	OPM	3

COURSE NAME	FACILITY	NO. OF DAYS
Management Workshop Program	NRC	3
Managerial Decision Making	OPM	4
Managing Management Time	NRC	2
Middle Management Institute	OPM	5
Nuclear Reactor Concepts	NRC	2
Occupational Safety and Health	NRC	2
Personnel Manager Practices Seminar	NRC	3
Pre-Supervisory Orientation Program	NRC	3
Radiation Safety	NRC	1
Results-Oriented Management	OPM	4
Seminar for the New Manager	OPM	10
Seminar in Managerial Effectiveness	OPM	5
Supervision and Group Performance	OPM	5
Supervision and Personal Skills	OPM	5
Task Force and Project Management	OPM	5
Understanding and Managing Human Behavior	OPM	3
For Experienced Managers		
Administration of Public Policy	ESC*	10
Advanced Creative Problem Solving, Lateral Thinking	OPM	2
Advanced Management Seminar (W.M.I.)*	OPM	5½
Advanced Results-Oriented Management	OPM	5½
Advanced Understanding and Managing Human Behavior	OPM	2
Conducting and Participating in Meetings	NRC	2
Conflict Resolution	NRC	2
Critical Elements and Performance Standards	NRC	1
Current Issues Seminar	ESC	10
Domestic Policies and Program	ESC*	10
Economics and Public Policy	ESC*	10
Environmental Quality and Natural Resources	ESC*	10
Executive Development Seminar	ESC*	10
Executive Leadership and Management Program	FEI	15
Executive Seminar	NRC	2
Federal Executive's Responsibilities in Administering Money and Material, The Resources	ESC*	10
Federal Personnel Management Issues	ESC*	10

COURSE NAME	FACILITY	NO. OF DAYS
Federal Program Management	ESC*	10
Federal-State-Local Relations	ESC*	10
Interviewing Skills Workshop	NRC	2
Leadership and Women	OPM	3
Management Assessment Workshop	OPM	1
Management Development Seminar, The	ESC	10
Management of Natural Resources	ESC	10
Management Workshop	NRC	3
Managerial Decision Making	OPM	4
Managing Management Time	NRC	2
Managing Performance	OPM	3
Managing Scientists and Engineers	OPM	5
National Security Policy	ESC*	10
NRC and its Environment	NRC	3
Organizational Design Analysis and Development	OPM	5
Organization Development and Multi-Team Building	NEI	5
Organizational Effectiveness and Team Building	NRC	3
Performance Appraisal: Counseling and Feedback	OPM	3
Personnel Management Practices	NRC	3
Position Classification for Supervisors and Managers	OPM	2
Regulatory Policy Seminar	ESC*	10
Regulatory Process, The	NRC	2
Role of the Government in Technology Transfer	ESC*	10
Science, Technology and Public Policy	ESC*	10
Seminar in Managerial Effectiveness	OPM	5
Stress Management for Managers and Supervisors	NRC	2
Supervising Human Resources	NRC	2
Supervision and Group Performance	OPM	5
Supervision and Personal Skills	OPM	5
Supervising Employee Performance and Conduct Problems	OPM	2
Understanding and Managing Human Behavior	OPM	3
United States Foreign Policy	ESC	10

*Executive Seminar Center

COURSE NAME	FACILITY	LENGTH OF COURSE
Long-Term Training for Managers		
Advanced Management Program	Harvard	13 weeks
Fellowship in Congressional Operations	APSA***	10 months
Legis Fellows Program	OPM	5 months
National Security Resource Management and Mobilization	ICAF**	10 months
President Executive Interchange Program	OPM	1 year

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***American Political Science Association

COURSE NAME	OPM	GSA	OTHER
Introductory Courses			
Basic Communication Skills	X		
Basic EEO Counseling	X		
Basic Employee Relations	X		
Basic Labor Relations	X		
Basic Management Techniques	X		
Basic Position Classification	X		
Basic Staffing and Placement	X		
Cost Estimating Techniques	X		
Computer Programming for Users/Managers	X		
Education for Public Management	X		
Effective Communications for Managers	X		
Effective Delegation			U. Mich.
Ideas and Authors—Management and Organization	X		
Introduction to Personnel Management	X		
Labor Relations for Briefing for Executives	X		
Labor Relations for Supervisors and Managers	X		
Legislative Operations Roundtable for Executives	X		
Management Decision Making	X		
Management Introduction to ADP	X		
The Manager and Program Planning	X		
Management Workshop			NRC
Manager's Role in EEO	X		

COURSE NAME	OPM	GSA	OTHER
Managing Other Peoples Writing	X		
Middle Management Institute	X		
Personnel Management Practices			NRC
Programming in Basic	X		
Task Force and Project Management	X		
Scientists and Engineers: A Management Institute	X		
Seminar in Executive and Managerial Effectiveness	X		
Courses for Experienced Managers			
Administrative Officers Seminar	X		
Administrative Processes for Resolving Employee-Employer Differences	X		
Advanced Administrative Officers Seminar	X		
Advanced Creative Problem Solving—Lateral Thinking	X		
Advanced Management Seminar	X		
Advanced Results-Oriented Management	X		
Advanced Understanding and Managing Human Behavior	X		
Adverse Actions	X		
Assertiveness Skills for Supervisors	X		
Briefing Techniques and Presentation	X		NRC
Collective Bargaining Strategies and Tactics of Negotiations	X		
Computers	X		
Conducting and Participating in Meetings	X		NRC
Conflict Resolution			NRC
Cost Benefit Workshop	X		
Cost Concepts for Managers and Analysts	X		
Creative Problem Solving	X		
Critical Elements and Performance Standards			NRC
Effective Space Management and Utilization	X		
Elements of Management Analysis			OPM
Federal Personnel Management Issues	X		
Fund Accounting for Managers and Supervisors	X		
Human Resources Development Seminar			OPM
Ideas and Authors Seminar	X		
Introduction to Office Automation	X		
Making Meetings Work	X		

COURSE NAME	OPM	GSA	OTHER
Management of Scientific and Engineering Organizations	X		
Management Workshop			NRC
Manager and Program Planning and Evaluation, The	X		
Managerial Competencies and Effectiveness Characteristics for Executives	X		
Managerial Decision Making	X		
Manager's Role in EEO	X		
Managing Government Writing	X		
Measuring Efficiency in Government	X		
NRC and Its Environment			NRC
Organizational Behavior and Performance	X		
Personnel Management for Managers and Supervisors: A Workshop	X		
Performance Appraisal Process, The	X		
Planning, Managing and Reporting for Audit Managers and Supervisors			
Problem Solving and Decision Making	X		
Program Evaluation in the Management Process	X		
Organization Development and Multi-Team Building			FEI†
Organization Design, Analysis and Development	X		
The Regulatory Process	X		NRC
Results-Oriented Management	X		
Seminar in Executive and Managerial Effectiveness	X		
Stress Management for Managers and Supervisors	X		
Supervising Employee Performance and Conduct	X		
Supervision and Group Performance	X		
Task Force and Project Management	X		
Techniques of Negotiating	X		
Understanding and Managing Human Behavior	X		
Using Performance Appraisal to Manage	X		
Courses for Newly Appointed Managers and for Managers with Little or No Previous Management Training			
Basic Labor Relations	X		
Basic Management Techniques	X		
Budget Analysis Workshop	X		
Budget and Accounting for Nonfinancial Managers	X		
Budget Estimating Techniques	X		

COURSE NAME	OPM	GSA	OTHER
Budget Execution	X		
Budget Formulation	X		
Budget Presentation and Justification	X		
Budgeting with Microcomputers—Advanced	X		
Budgeting with Microcomputers—Intermediate	X		
Budgeting with Microcomputers—Introductory	X		
Design of Office Automation Systems	X		
Effective Listening and Memory Development	X		
Federal Budget Process, The	X		
Government Briefing Techniques	X		
Ideas and Authors Seminar	X		
Introduction to Federal Labor Relations for Legal Advisors	X		
Introduction to Supervision	X		
Management Advisory Techniques	X		
Management of Time	X		NRC
Management Orientation to Office Automation	X		
Management Workshop			NRC
Managerial Decision Making	X		
Managing Performance	X		
Math for Budget and Finance	X		
Middle Management Institute	X		
Occupational Safety and Health Training for Collateral Duty Personnel	X		
Office Automation Requirements Analysis	X		
Performance Appraisal, Counseling and Feedback	X		
Performance Appraisal Process	X		
Personnel Management for Supervisors and Managers: A Workshop	X		
Results-Oriented Management	X		
Seminar for New Managers	X		
Supervision and Group Performance	X		
Supervision and Personal Skills	X		
Understanding and Managing Human Behavior	X		
Courses for Project and Task Force Managers			
NRC Acquisition Procedures (for Project Officers)			NRC
Payroll, Time, Leave and Attendance for Supervisors	X		

COURSE NAME	OPM	GSA	OTHER
PERT/CPM Workshop	X		
Project Management: A Workshop in Planning, Scheduling and Control Techniques	X		
Seminar in Executive and Managerial Supervisors	X		
Stress Management for Managers and Supervisors (Paraprofessionals)	X		NRC
Task Force and Project Management	X		
Training and Developing Your Staff	X		
Understanding and Managing Human Behavior	X		
Women's Executive Leadership Program	X		
Workshop in On-the-Job Training	X		
Writing Effective Budget Justifications	X		
Long-Term Training for Managers			
Advanced Management Program			Harvard
Fellowship on Congressional Operations	X		
National Security Resource Management and Mobilization			ICAF**
Legis Fellows Program	X		

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SUPERVISION

Training in this area is in supervisory principles and techniques, with an orientation toward modern government thinking in terms of motivating people, sharpening existing skills, and teaching new ones.

Career development must always originate with the individual. MDTS urges interested individuals to critically evaluate where they are now, where they would like to be, and what their overall goals are. A candid discussion with the individual's supervisor following this self-evaluation should lead to the proper selection of courses which will improve career opportunities and accomplish the two major objectives of NRC training: (1) How to do the present job better, and (2) how to prepare to move up the ladder.

Any of the courses will help the individual to get a better insight into the "why" of supervision and a chance to participate with and question other supervisors. In total, the courses provide a way to gain a basic knowledge of:

- Behavioral principles
- Understanding inter- and intra-group conflict
- How to spot potential problems early, and how to handle them in the right way
- How to communicate problems
- How to develop the confidence required to objectively handle people problems
- Problem analysis, solving and decision making
- How to plan your function within the organization, and how to organize for the supervised person
- How to get results from your management, your peers, and your subordinates

COURSE NAME	OPM	GSA	OTHER
General Courses			
ADP Systems Analysis Seminar	X		
Adverse Actions	X		

COURSE NAME	OPM	GSA	OTHER
Assertiveness Skills for Supervisors	X		
Basic Management Techniques	X		
Improving Performance Standards	X		
Interviewing for Supervisors	X		
Introduction to Supervision	X		
Lateral Thinking (Advanced Creative Problem Solving)	X		
Management Introduction to ADP	X		
Personnel Management for Supervisors and Managers: A Workshop	X		
Pre-Supervisory Orientation Programs			NRC
Problem Solving and Decision Making	X		
Supervising Human Resources			NRC
Supervision and Group Performance	X		
Supervision and Personal Skills	X		
Courses for New Supervisors and for Supervisors with Little or No Previous Supervisory Training			
Basic Employee Relations	X		
Interaction Management	X		
Interpersonal Communications	X		
Interviewing Techniques	X		
Introduction to Financial Management	X		
Introduction to Supervision	X		
Performance Appraisal: Counseling and Feedback			
Personnel Interviews	X		
Personnel Management for Supervisors and Managers	X		
Personnel Management Practices Seminar			NRC
Selection Interviewing			NRC
Supervision and Group Performance	X		
Supervision and Personal Skills	X		
Supervision and the Organization of Work	X		
Courses for Experienced Supervisors			
Administrative Office Seminar	X		
Advanced Creative Problem Solving (Lateral Thinking)	X		
Advanced Understanding and Managing Human Behavior	X		
Agency Administrative Grievance System	X		
Assertiveness Skills for Supervisors	X		

COURSE NAME	OPM	GSA	OTHER
Authority, Accountability and Responsibility	X		
Computer Literacy for Managers and Supervisors	X		
Concepts of Organization	X		
Conducting and Participating in Meetings	X		
Creative Problem Solving	X		
Economics and Public Policy	X		
Effective Listening and Memory Development	X		
Federal Program Management	X		
Government Briefing Techniques	X		
Improving Performance Standards	X		
Individual Performance Plans	X		
Interviewing Selection			NRC
Introduction to Editing	X		
Introduction to Wordstar and dBase III for Managers	X		
Labor Relations for Supervisors and Management Officials	X		
Leadership and Women (Open to Woman and Men)	X		
Management of Time	X		
Managing Performance	X		
Managing Relationships with Superiors	X		
Organizational Behavior and Performance	X		
Payroll, Time, Leave, and Attendance for Supervisors	X		
Performance Appraisal Process	X		
Performance Appraisal: Counseling and Coaching	X		
Performance-Based Actions	X		
Personnel Management Practices			NRC
Personnel Management for Supervisors and Managers: A Workshop	X		
Performance Management Update	X		
Performance Problem Analysis	X		
Personnel Assessment and Selection	X		
Position Classification for Supervisors and Managers	X		
Position Management	X		
Role of the Supervisor in EEO, The	X		
Resolving Grievances Under a Labor Agreement	X		
Results-Oriented Management	X		

COURSE NAME	OPM	GSA	OTHER
Seminar in Managerial Effectiveness	X		
Setting Performance Standards	X		
Stress Management for Supervisors and Managers	X		
Successful Implementation of the Freedom of Information Act and the Privacy Act	X		
Supervising Employee Performance and Conduct Problems	X		
Supervising Human Resources	X		
Supervision and Group Performance	X		
Supervision and Personal Skills	X		
Supervisors and Managers, the Role of in EEO	X		
Supervisor's Role in Federal Employee Occupational Safety and Health	X		
Supervisory Update: The Supervisor's Institute—No Limits to Growth	X		
Teamwork: How Supervisors and Secretaries Achieve It	X		
Training and Developing Your Staff	X		
Understanding and Managing Human Behavior	X		
Using Performance Appraisal to Manage	X		
Voice and Diction Improvement	X		
Working with Individual Behavior	X		
Labor Relations for Managers			
Arbitration Workshop	X		
Basic Labor Management Relations	X		
EEO Law: Its Impact on the Federal Program	X		
Federal Equal Opportunity Recruitment Program (FEORP)	X		
Federal Wage System, The	X		
Federal Personnel Management Issues	X		
Fundamentals of Negotiating Labor Agreements	X		
Hearing Process Workshop	X		
Labor Relations for Personnelists	X		
Labor Relations for Supervisors and Management Officials	X		
Special Emphasis Program Managers Workshop	X		
Strategies and Tactics of Negotiating Labor Agreements	X		
Techniques of Negotiating	X		
Unfair Labor Practices Workshop	X		
Using Performance Appraisal to Manage	X		
Workshop on Unfair Labor Practices	X		

SECTION IV

TRAINING IN ADMINISTRATIVE SKILLS

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TRAINING IN ADMINISTRATIVE SKILLS

As with all courses sponsored by MDTS, the major objective is to improve present performance and to prepare the employee for advancement. A careful review of the employee's career plans with his or her supervisor will result in the correct choice and scheduling of particular courses.

These courses are a useful avenue for improving performance by teaching the employee to make his or her own work more efficient and effective. They are based upon the theory that, given the proper tools, the person doing a particular job is in the best position to improve that job.

The overall goal is:

- To help the employee to organize his or her work to meet top management's requirements and the immediate requirements of the rest of the organization.
- To help the employee to understand and improve interpersonal relationships and communications.

The courses have in common a design which makes it possible for the trainee to apply the knowledge, skills and concepts immediately. Agency officials can expect immediate improvement as the result of participation in these courses by their staffs. For maximum benefit, training should be supplemented by on-the-job support after it has been completed. Supervisors should be prepared to assign projects and offer assistance to participants. All the courses are taught during the working day, and most require that participants spend considerable time outside the class for reading, solving problems, and preparing programs. Participants should be nominated only if their organizations are seriously prepared to support their training.

The list of courses on the following pages provides a wide choice for the individual who wants to acquire skills/knowledge needed to move up in a career.

ADMINISTRATIVE SYSTEMS AND ANALYSIS

COURSE NAME	OPM	GSA	OTHER
General			
Accounting Procedures in Federal Agencies	X		
Acquisition			NRC
Administrative Management for Supervisors	X		
Administrative Officers Seminar	X		
Administration of Public Policy	X		
Administrative Systems and Procedures Analysis	X		
Administrative Technical and Support Personnel Legislative Briefing Conference	X		
Advanced Administrative Officers Seminar	X		
Advanced Management Analysis	X		
Automated Accounting Systems	X		
Data Collection and Analysis	X		
Data Processing Project Management	X		
Design of Computerized Management Information Systems	X		
Elements of Management Analysis	X		
Freedom of Information Act and Privacy Act Workshop for Administrative and Secretarial Personnel	X		
Government Payroll Recordkeeping and Procedures	X		
Information Requirements Analysis	X		
Management Analysis and Review	X		
Management Assessment Workshop	X		

COURSE NAME	OPM	GSA	OTHER
Management Information Systems: Design and Use	X		
Management Introduction to ADP	X		
Measuring Efficiency in Government	X		
OMB Circular A-76/Cost Handbook Workshop	X		
OMB Circular A-87, Introduction to: Cost Principles and Allocation Plans	X		
Organization Design	X		
Organizational Structure	X		
Payroll, Time, Leave and Attendance for Supervisors	X		
PERT/CPM Workshop	X		
Position Analysis and Design	X		
Project Management: A Workshop in Planning, Scheduling and Control Techniques	X		
Recordkeeping and Time and Attendance Procedures	X		
Successful Implementation of the Freedom of Information Act and the Privacy Act	X		
Symposium on the Freedom of Information and Privacy Acts	X		
Systematic Problem Solving	X		
Techniques for Systematic Analysis and Improvement	X		
Time Management for Support Staff	X		
Writing Statements of Work for A-76 Reviews	X		
Organizational			
Computer Literacy for Managers and Supervisors	X		
Design of Automated Databases for Users/Managers	X		
Ideas and Authors Seminar	X		
Implementing Office Automation	X		
Information Resources Management: Analysis and Implementation	X		
Internal Control Reviews to Avoid Waste, Fraud and Abuse	X		
Introduction to Wordstar and dBase III for Managers	X		
Management Introduction to ADP	X		
Management Orientation to Office Automation	X		
Organizational Behavior and Performance	X		
Organizational Structure	X		
PERT/CPM Workshop	X		
Planning Techniques for Management	X		
Presenting Analytical Reports	X		

COURSE NAME	OPM	GSA	OTHER
Program Evaluation in the Management Process	X		
Project Management: A Workshop in Planning, Scheduling, and Control Techniques	X		
Results-Oriented Management	X		
Successful Implementation of the Freedom of Information Act and the Privacy Act	X		

CAREER COUNSELING/LIFE PLANNING

COURSE NAME	OPM	GSA	OTHER
Advancement			
Career Counseling			NRC
Individual Performance Plans: A Workshop	X		
Performance Appraisal Process	X		
Planning for Career Advancement	X		
Selective Placement of the Handicapped: A Seminar	X		
Upward Mobility: Planning and Implementation	X		
Using the Federal Personnel Manual	X		
Career			
Career Alternatives in a Changing Workforce	X		
Career Counseling			NRC
Planning for Career Advancement	X		
Planning for Retirement	X		
Equal Employment Opportunity			
Advanced Equal Employment Opportunity Counseling	X		
Affirmative Recruitment: Federal Equal Employment Opportunity Recruitment Program	X		
An Introduction Processing Personnel Actions	X		
Assessing EEO Work Force Data	X		
Basic EEO Counseling	X		
Career Alternatives After RIF	X		
EEO for Advisory Committee Members	X		
EEO for Personnelists	X		
EEO for the Federal Employee	X		
Federal EEO Affirmative Action	X		
Federal Women's Program: A Workshop, The	X		
Hearing Process Workshop Program Planning	X		

COURSE NAME	OPM	GSA	OTHER
Introduction to Training and Development	X		
Investigation of Complaints of Discrimination	X		
Personnel Management Evaluation: On-Site Survey Method	X		
Personnel Management for Supervisors and Managers: A Workshop	X		
Personnel Staffing in the Federal Government	X		
Planning for Career Advancement	X		
The Role of Supervisors and Managers in EEO	X		
Selective Placement and Handicapped Veterans Employment: A Seminar for Coordinators	X		
Women			
Affirmative Recruitment (The FEORP)	X		
Federal Women's Program Coordinator: A Workshop	X		
Government Briefing Techniques	X		
Leadership and Women	X		

COMMUNICATION

COURSE NAME	OPM	GSA	OTHER
English			
Better Business English, Basic			NRC
Effective English Workshop	X		
Proofreading	X		
Techniques of Negotiation	X		
Graphics			
Audiovisual Aids	X		
Graphs, Charts and Tables, Presenting Statistics Using	X		
Interpersonal Communication			
Basic Communication Skills	X		
Constructive Conflict Resolution	X		
Effective Communications for Managers	X		
Effective Listening and Memory Development	X		
Government Briefing Techniques	X		
Interpersonal Communications	X		
Presenting Analytical Reports	X		
Techniques of Negotiating	X		
Telephone Techniques: The Communications Connection	X		

COURSE NAME	OPM	GSA	OTHER
Mechanical			
Word Processing: A Clerical/Secretarial Orientation	X		
Reading			
Accelerated Reading	X		
Ideas and Authors Seminar	X		
Proofreading	X		
Writing			
Effective English Workshop	X		
Fundamentals of Writing	X		
Introduction to Editing	X		
Letter Writing for Secretaries	X		
Letter Writing in Government	X		
Managing Government Writing	X		
Proofreading	X		
Report Writing in Government	X		
Writing Effective Budget Justifications	X		

COMPUTERS

COURSE NAME	OPM	GSA	OTHER
ADP for Clerical and Secretarial Personnel	X		
Fundamentals of, ADP, for Computer Specialist Trainees	X		
ADP, Management Introduction to	X		
Advanced Bright			NIH
Advanced Computer Systems Technology, A Seminar	X		
Advanced Lotus 1.2.3.	X		
Advanced Microcomputer Skills for Auditors and Investigators—A Hands-On Course		X	
ANS COBOL Advanced Workshop			NIH
ANS COBOL Workshop			NIH
Automated Bibliographic Databases	X		
Basic Mark IV			NIH
Basic Programming	X		
Batch Tiles with PC-DOS			NIH
Beyond BASIC-WYL BUR			NIH
Beyond Beginning SOS on the DEC-10			NIH

COURSE NAME	OPM	GSA	OTHER
Bright			NIH
COBOL Programming Technique	X		
Computer Graphics and the Omnigraph System			NIH
Computer Literacy Training for Administrative and Clerical Personnel	X		
Computer Program for Users/Managers Computer Resources Management	X		
Computer Security and Risk Management	X		
CONDOR IV—A Hands-On Course		X	
Conducting a Teleconference	X		
Correspondence Course on Microcomputers		X	
Creating Publication Quality Graphs with the Computer			NIH
Database and Data Communication Systems Design—An Advanced Course	X		
Database Applications and Programming—A Hands-On Course		X	
Database Management Systems	X		
Data Entry/Source Data Automation and Computer Output Devices	X		
Data Processing Project Management	X		
Database Systems on Microcomputers—A Hands-On Course		X	
dBase II—A Hands-On Course		X	
dBase III—A Hands-On Course		X	
DEBUGGING DEC to FORTRAN Programs			NIH
DEC-10 Command Procedures and Batch			NIH
DEC-10 File Organization and Protection			NIH
DEC-10 IBM 370 File Transferring			NIH
DEC system 10 Timesharing Fundamentals			NIH
Design of Computerized Management Information Systems			
Design of Office Automation Distributed Data Processing			
Documentation and Flowcharting Techniques			
Document Formatting with WYLBUR			NIH
Electronic Mail: Techniques and Applications	X		
Evaluation and Selection of Microcomputers		X	
Executive Introduction to Microcomputers—A Hands-On Course		X	
Financial Management Using Microcomputers—A Hands-On Course		X	
FORTRAN Workshop			NIH
Fundamentals of ANS COBOL	X		
Fundamentals of ADP for Computer Specialists Traniees	X		

COURSE NAME	OPM	GSA	OTHER
Fundamentals of Data Communications	X		
Fundamentals of FORTRAN IV	X		
Fundamentals of Programming Logic Development	X		
Getting Started with IBM Personal Computers			NIH
Graftalk—Hands-On	X		
Graphics for Microcomputer-Hands-On	X		
IBM/MS-DOS—An Advanced Hands-On Course	X		
IBM/MS DOS—An Introductory Hands-On Course	X		
Introduction to ANS COBOL			NIH
Integrating Office Operations with Information Technology			
Introduction to ADP Systems Analysis	X		
Introduction to Computers			NIH
Introduction to Computer file Structures and Database Design	X		
Introduction To CP Tools			NIH
Introduction to dBase III	X		NIH
Introduction to dBase III			NIH
Introduction to Displaywrite 3 on the IBM PC-XT			NIH
Introduction to FORTRAN			NIH
Introduction to Image Processing			NIH
Introduction to Job Control Language	X		
Introduction to Lotus 1.2.3		X	
Introduction to Microcomputers and their Applications—A Hands-on Course		X	
Introduction to Multiplan		X	
Introduction to Office Automation		X	
Introduction to PDOC			NIH
Introduction to PL/I			NIH
Introduction to Programming and Program Logic			NIH
Introduction to WYLBUR Command Procedures			NIH
Introduction to SuperCalc		X	
Introduction to WYLBUR for Data Processing Application			NIH
Introduction to WYLBUR for Programmers			NIH
Introduction to WYLBUR for Secretarial Applications			NIH
Local Area Networks for Microcomputers—A Hands-on Course		X	
Lotus 1-2-3: An Introduction Hands-On Course for New Microcomputer Users		X	

COURSE NAME	OPM	GSA	OTHER
Lotus 1-2-3: An Introductory Hands-On Course for Experienced Microcomputer Users		X	
Lotus 1-2-3: An Advanced Hands-On Course		X	
Lotus 1-2-3: for GRID Users: An Introductory Hands-On Course		X	
Lotus 1-2-3: Used for Budget Execution--A Hands-On Course		X	
Lotus 1-2-3: Used for Financial Analysis—A Hands-On Course		X	
Lotus 1-2-3: Used for Government Contracting—A Hands-On-Course		X	
Magic of Microcomputers: An Introduction to the Zenith		X	
Making Posters with Poster			NIH
Management Introduction to Microcomputers		X	
Management Seminar on Software Conversion		X	
Manager's Seminar in Information Resources Management		X	
Managing Computer Accommodations for Users with Disabilities		X	
Managing the ADP Acquisition Process		X	
Micrcomputers: Beyond the Basics—A Hands-On Course		X	
Micrcomputer: Familiarization		X	
Microcomputer Fundamentals		X	
Microcomputer Site Planning		X	
Microcomputer Skills for Auditors and Investigators—A Hands-On Course		X	
Micrographics Fundamentals		X	
Micrographics in Automated Information Systems	X		
Microcomputer Software Applications	X		
Multimate—A Hands-On Course		X	
Multiplan—A Hands-On Course		X	
Night Courses on Microcomputers		X	
Office Automation Requirements Analysis	X		
PeachCalc—A Hands-On Course		X	
PeachText—A Hands-On Course		X	
People: Key Factor in Office Automation	X		
Planning for Office Automation		X	
PL/I Workshop			NIH
Programming in Basic	X		
Project Management Using Microcomputers—A Hands-On Course		X	
R:BASE 4000—A Hands-On Course		X	
Seminar in Library Automation	X		

COURSE NAME	OPM	GSA	OTHER
Seminar on Advanced Computer Systems Technology	X		
Seminar on Microcomputers	X		
Seminar on Microcomputers for Data Processing Personnel		X	
Software Engineering Management Seminar		X	
Software Improvement Management Seminar		X	
Software Tool Evaluation and Selection Seminar		X	
Spreadsheets for Microcomptuers—A Hands-On Course		X	
Storage and Retrieval Techniques	X		
Structured Analysis and Design	X		
Symphony—An Introductory Hands-On Course		X	
Systems Analysis for Computer Programmers	X		
Systems Design Considerations in an On-Line Environment	X		
Systems Workshop for Computer Specialists	X		
Symphony—An Introductory Hands-On Course for New Microcomputer Uses	X		
Telecommunications Applications in Office Automation—A Hands-On Course	X		
Telecommunications for Microcomputers—A Hands-On Course	X		
Use of Utility Procedures			NIH
Using Magnetic Tapes on the DEC System-10			NIH
Wordstar/Mailmerge—A Hands-On Course			
Workshop in COBOL Programming	X		
WYLBUR Command Procedures			NIH
WYLBUR Overview			NIH
WYLBUR Ranges and Patterns			NIH
WYLBUR Using Multiple Active Files			NIH
Zenith Hardware and Software Overview—A Hands-On Course	X		

EQUAL EMPLOYMENT OPPORTUNITY

COURSE NAME	OPM	GSA	OTHER
General			
Basic EEO Counseling	X		
Case Preparation and Presentation Before MSPB	X		
Computation of Civil Service Retirement Benefits	X		
EEO for Advisory Committee Members	X		
EEO for Personnelists	X		

COURSE NAME	OPM	GSA	OTHER
EEO for the Federal Employee	X		
EEO Law: Its Impact on the Federal Program	X		
Federal Women's Program: A Workshop, The	X		
Hearing Process Workshop	X		
Hispanic Employment Program: A Workshop, The	X		
Investigation of Complaints of Discrimination	X		
Planning for Career Advancement	X		
Role of Supervisors and Managers in EEO, The	X		
Selective Placement and Veterans Employment: A Seminar for Coordinators	X		
Upward Mobility: Planning and Implementation			
Advanced EEO Counseling	X		
Affirmative Action and The Federal Equal Opportunity Recruitment Program	X		
Employee Counseling Services Program	X		
Federal EEO Affirmative Action Program Planning	X		
Planning for Retirement	X		
Processing Personnel Actions: An Introduction	X		
Resolving Grievances Under a Labor Agreement	X		
Retirement Benefits, Computation of Civil Service	X		
Retirement Program: Administrative Procedures, Civil Service	X		

FINANCIAL MANAGEMENT AND ACCOUNTING

COURSE NAME	OPM	GSA	OTHER
Accounting			
Accounting and Budgeting for Non-Financial Bookkeeping and Managers	X		
Accounting for Secretarial, Administrative, and Clerical Personnel	X		
Accounting I, Introductory Government	X		
Accounting II, Intermediate Governmental Bookkeeping	X		
Accounting Procedures in Federal Agencies	X		
Accrual Accounting Procedures in Federal Agencies	X		
Administering Block Grants	X		
Automated Accounting Systems	X		
Certifying Officers, Your Roles and Duties	X		
Cost Accounting for Government Contracts	X		
Data Handling for Budget and Accounting Technicians	X		

COURSE NAME	OPM	GSA	OTHER
Debt Collection by Telephone	X		
Effective Cash Management	X		
Federal Executive's Responsibilities	X		
Financial Aspects of Grants and Contracts	X		
Fund Accounting for Managers and Supervisors	X		
Government Payroll Recordkeeping and Procedures	X		
Government Property Recordkeeping and Procedures		X	
Government Bookkeeping and Accounting I (Introductory)	X		
Government Bookkeeping and Accounting II (Intermediate)	X		
Practice Problems in Govermental Accounting	X		
Applicable to Grants with State and Local Governments			
Federal Management Circular 14-4	X		
Financial Aspects of Contracts and Grants	X		
How the Federal Government Funds Agency Programs and Activities	X		
How to Improve Debt Collection Practices	X		
Practice Problems in Government Accounting	X		
Time and Attendance: Recordkeeping Procedures	X		
Uniform Administrative Requirements for Grants-in-Aid: OMB Circulars A-102 A A-110	X		
Workshop for Imprest Funds	X		
Budgeting			
Budget Analysis Workshop	X		
Budget Estimating Techniques	X		
Budget Execution	X		
Budget Formulation	X		
Budget Presentation and Justification	X		
Budgeting and Accounting for Non-Financial Managers	X		
Budgeting for Revolving Funds Industrial Funds, and Stock Funds	X		
Budgeting with Microcomputers—Introductory OPM	X		
Budgeting with Microcomputers—Advanced	X		
Budgeting with Microcomputers--Intermediate	X		
Certifying Officers, Your Roles and Duties	X		
Data Handling for Budget and Accounting Technicians	X		
Federal Budget Process, The	X		
Math for Budget and Finance	X		

COURSE NAME	OPM	GSA	OTHER
Quick and Easy Math	X		
Writing Effective Budget Justifications	X		
Financial Management			
Analysis and Interpretation of Financial Statements	X		
A-76 Implementation Seminar	X		
Federal Travel Regulations and Procedures	X		
Federal Financial Information System (Self-study)	X		
Cost Benefit Analysis	X		
Cost Benefit Workshop	X		
Government Payroll Recordkeeping and Procedures	X		
Improving Federal Payment System			
Internal Control Reviews to Avoid Waste, Fraud, and Abuse	X		
Introduction to Cost Accounting	X		
Introduction to Financial Management	X		
Introduction to Voucher Examination	X		
Introduction to OMB Circular A-87: Cost Principles and Cost Allocation Plans	X		
Math for Budget and Finance	X		
Monitoring Letters of Credit: Controlling Drawdowns of Federal Funds	X		
OMB Circular A-76, Cost Handbook Workshop	X		
Payroll, Time, Leave and Attendance for Supervisors	X		
Preparation of Financial Reports	X		
Time and Cost Estimating Techniques	X		

INFORMATION RESOURCES MANAGEMENT

COURSE NAME	OPM	GSA	OTHER
Advanced Microcomputer Skills for Auditors and Investigators		X	
Audiovisual Records: Special Values, Special Problems		X	
Basic Principles of Directives Management		X	
Basic Programming—A Hands-On Course		X	
Condor III—A Hands-On Course		X	
Forms Analysis and Design		X	
Correspondence Course on Microcomputers		X	
Database Applications and Programming—A Hands-On Course		X	
Database Systems on Microcomputers—A Hands-On Course		X	

COURSE NAME	OPM	GSA	OTHER
dBase II—A Hands-On Course		X	
dBase III—A Hands-On Course		X	
Design of Computers		X	
Evaluation and Selection of Microcomputers		X	
Executive Introduction to Microcomputers—A Hands-On Course		X	
Financial Management Using Microcomputers—A Hands-On Course		X	
Forms Analysis and Design		X	
Forms for Automation		X	
Forms Improvement		X	
Graftalk—A Hands-On Course		X	
Graphics for Microcomputers—A Hands-On Course		X	
IBM/MS-DOS—An Introductory Hands-On Course		X	
IBM/MS-DOS—An Advanced Hands-On Course		X	
Information Requirements Analysis	X		
Information Resources Management: A Plan for Action		X	
Introduction to Microcomputers and Their Applications—A Hands-On Course		X	
Local Area Networks for Microcomputers—A Hands-On Course		X	
Lotus 1-2-3: An Introductory Hands-On Course for New Microcomputer Users		X	
Lotus 1-2-3: An Introductory Hands-On Course for Experienced Microcomputer Users		X	
Lotus 1-2-3: An Advanced Hands-On Course		X	
Lotus 1-2-3 for GRID Users: An Introductory Hands-On Course		X	
Lotus 1-2-3 Used for Budget Execution—A Hands-On Course		X	
Lotus 1-2-3 Used for Financial Analysis—A Hands-On Course		X	
Lotus 1-2-3 Used for Government Contracting—A Hands-On Course		X	
Magic of Microcomputers: An Introduction to the Zenith		X	
Mail Management		X	
Mail Operations		X	
Management Information Systems		X	
Micrographics in Automated Information Systems	X		

LABOR RELATIONS

COURSE NAME	OPM	GSA	OTHER
Agency Administrative Grievance System, The	X		
Arbitration Workshop	X		

COURSE NAME	OPM	GSA	OTHER
Basic Labor Relations	X		
Case Preparation and Presentation Before MSPB	X		
Determining Negotiability in the Federal Sector	X		
Drafting Labor Agreement Language	X		
Employee Benefits: An Overview	X		
Improving Performance Standards	X		
Labor Relations for Personnelists	X		
Labor Relations for Supervisors and Managers	X		
Negotiating Labor Agreements, Strategies and Tactics of	X		
Planning for Retirement	X		
Resolving Grievances Under a Labor Agreement	X		
Strategies and Tactics of Collective Bargaining Negotiations	X		
Supervising Employee Performance and Conduct	X		
Suitability and Security Adjudication	X		
Techniques of Negotiating	X		
Unfair Labor Practices Workshop	X		

LIBRARY AUTOMATION

COURSE NAME	OPM	GSA	OTHER
Automated Bibliographic Data Bases	X		
Seminar in Library Automation	X		
Storage and Retrieval Techniques	X		

MATHEMATICS AND STATISTICS

COURSE NAME	OPM	GSA	NIH	OTHER
Mathematics				
Math for Budget and Finance		X		
Mathematics for Governmental Operations		X		
Quick and Easy Math		X		
Statistics				
Design and Use of Statistical Control Systems		X		
Presenting Statistics, Using Graphs, Charts and Tables		X		
Statistical Techniques for Analysis		X		
Statistics for Government I		X		
Statistics for Government II		X		
Statistics for Management		X		

OFFICE SYSTEMS

COURSE NAME	OPM	GSA	OTHER
Systematic Techniques for Analysis	X		
Better Office Skills and Services	X		
Conducting a Teleconference	X		
Design of Office Information Systems	X		
Electronic Mail: Its Technology and Application	X		
Implementing Office Automation	X		
Integration Office Operations With Information Technology	X		
Introduction to Office Automation	X		
Management Orientation to Office Automation	X		
Office Automation Requirement Analysis	X		
Office Management	X		
Office Productivity Through Individual Leadership	X		
People Factor: Key Factor in Office Automation	X		
Secretarial Office Procedures	X		
Teleconferencing Extending Your Human Resources	X		

PERSONNEL MANAGEMENT

COURSE NAME	OPM	GSA	OTHER
Administrative Management for Supervisors	X		
Advanced Administrative Officers Seminar	X		
Adverse and Conduct-Based Actions	X		
Agency Administrative Grievance System, The	X		
Analyzing Performance Deficiencies	X		
A Seminar: Selective Placement and Veterans Employment	X		
Assessment I: Introduction to Job Analysis	X		
Assessment II: Personnel Assessment and Selection	X		
Assessment III: Developing a Rating Schedule	X		
Automated Personnel Systems	X		
Basic Employee Relations	X		
Basic Labor Relations	X		
Basic Position Classification	X		
Basic Staffing and Placement	X		
Case Preparation and Presentation Before MSPB*	X		
Determining Negotiability in the Federal Sector	X		
Federal Personnel Management Issues	X		

COURSE NAME	OPM	GSA	OTHER
Federal Wage System, The	X		
Federal Women's Program, The Workshop	X		
Grievance System, Agency Administrative	X		
Handling Employee Leave Problems	X		
Hispanic Employment Program	X		
Impact of Social Security on the New Federal Employee	X		
Improving Performance Standards	X		
Instructor Training	X		
Interviewing Techniques	X		
Introduction to Job Control Language	X		
Introduction to Personnel Management	X		
Introduction to Training and Development	X		
Issues Seminars for Senior Classifiers	X		
Issues Seminars for Senior Staffing Specialists	X		
Job Analysis for Subject Matter Experts	X		
Job Task Analysis	X		
Labor Relations for Personnelists	X		
Management Assessment Workshop	X		
Merit Promotion Principles and Practices	X		
Middle Management Institute	X		
Overview of Reduction in Force	X		
Performance Appraisal: Counseling and Feedback	X		
Performance Appraisal Process	X		
Performance-Based Actions	X		
Performance Management for the Federal Executive	X		
Performance Management Symposium	X		
Performance Management Update	X		
Personnel Interviews	X		
Personnel Staffing in the Federal Government	X		
Planning for Retirement	X		
Position Analysis and Design	X		
Position Classification Analysis and Evaluation	X		
Position Classification Evaluation Reports	X		
Position Classification in the Federal Government	X		

COURSE NAME	OPM	GSA	OTHER
Position Classification: Obtaining Facts and Presenting Findings	X		
Processing Personnel Actions: An Introduction	X		
Qualifications Analysis	X		
Reduction in Force	X		
Reduction in Force, Overview of	X		
Seminar for Outplacement Coordinators	X		
Setting Performance Standards	X		
SGEG: The Supervisory Grade Evaluation Guide	X		
Setting Performance Standards	X		
Supervising Employee Performance and Conduct Problems	X		
Supervision and Group Performance	X		
Supervision and Personnel Skills	X		
Technologies in Instruction	X		
Training Course Design and Development	X		
Unacceptable Performance and Adverse Actions: The Role of the Deciding Official	X		
Understanding and Managing Human Behavior	X		
Unfair Labor Practices Workshop	X		
Using the Federal Personnel Manual	X		
Using Performance Appraisal to Manage	X		
Vulnerability Assessment	X		
Workshop in Visual Design	X		
Writing Position Descriptions	X		

PROCUREMENT AND SUPPLY

COURSE NAME	OPM	GSA	OTHER
ADP Contracting		X	
ADP/Telecommunications Contracts-Role of the COTR		X	
Advanced Contract Administration		X	
Advanced Procurement Management		X	
Art of Negotiating		X	
Assisting Small Business Through Government Contracts		X	
Basic Procurement		X	
Contracting for Architect/Engineer Services		X	
Construction Contracting		X	

COURSE NAME	OPM	GSA	OTHER
Contract Quality Assurance		X	
Contracting by Sealed Bids		X	
Contracting for Commercial Services		X	
Contracting with Federal Grant Dollars	X		
Contracting for Contracting Officer's Representatives (COR's)		X	
Cost and Price Analysis		X	
Default Termination of Government Contracts		X	
Developing Work Statements for Negotiated Procurement		X	
Developing Work Statements for Research and Development Contracting		X	
Evaluating a Contractor's Performance		X	
Executive Seminar in Acquisition		X	
Federal Acquisition Process		X	
Federal Standard Requisitioning and Issue Procedures System (FESTRIP)		X	
Federal Supply Management: Policies and Procedures		X	
Government Contract Administration		X	
Government Contract Law		X	
Government Contract Negotiations		X	
Government Contract Negotiation Techniques		X	
Government Contract Termination		X	
Inventory Management and Economic Order Quantity Technques		X	
Life-Cycle Costing		X	
Management of Defense Acquisition Contracts		X	
Research and Development Contracting		X	
Small Purchases/Schedule Contracts		X	
Source Evaluation Procedures (for Federal Procurement)		X	
Storage and Materials Handling		X	
Types of Government Contracts		X	
Value Engineering Workshop		X	

PROPERTY MANAGEMENT (See Space and Property Management)

QUANTITATIVE TECHNIQUES

COURSE NAME	OPM	GSA	OTHER
Correlation and Regression Analysis	X		
Cost Benefit Analysis	X		

COURSE NAME	OPM	GSA	OTHER
Cost Benefit Workshop	X		
Mathematics for Governmental Operations	X		
Presenting Analytical Reports	X		
Presenting Statistics Using Graphs, Charts, and Tables	X		
Sample Survey Techniques	X		
Selected Techniques for Operations Analysis	X		
Statistical Techniques for Analysis	X		
Statistics for Government I	X		
Statistics for Government II	X		
Statistics for Management	X		

RECORDS MANAGEMENT

COURSE NAME	OPM	GSA	OTHER
Analyzing Word Processing Applications		X	
Audiovisual Records: Special Values, Special Problems		X	
Basic Principles of Diective Management		X	
Forms Analysis and Design		X	
Forms for Automation		X	
Mail Management		X	
Mail Operations		X	
Managing Records and Information Programs		X	
Micrographics Fundamentals		X	
Plain Letters for Managers		X	
Writing Effective Directives		X	

SECRETARIAL STUDIES

COURSE NAME	OPM	GSA	OTHER
Administrative Skills			
Accounting for Secretarial Administrative and Clerical Personnel	X		
Better Business English, Basic	X		
Better Office Skills	X		
Computer Literacy Training for Administrative and Clerical Personnel	X		
Conflict Resolution			NRC

COURSE NAME	OPM	GSA	OTHER
Freedom of Information Act and Privacy Act Workshop for Administrative and Secretarial Personnel	X		
Impact of Social Security on the New Federal Employee	X		
Managing Time			NRC
NRC Correspondence and Procedures			NRC
Nuclear Reactor Concepts			NRC
Office Management	X		
			NRC
Problem Solving/Decision Making			
Secretarial Decision Making	X		
Secretarial Office Procedures	X		
Secretary as a Manager	X		
Seminar for Executive Secretaries	X		
Stress Management for Secretaries	X		NRC
Time Management for Support Staff	X		
Communication			
Accelerated Reading	X		
Basic Communication Skills	X		
Constructive Conflict Resolution	X		
Effective Listening and Memory Development	X		
Essentials of English	X		
Interpersonal Communications	X		
Letter Writing for Secretaries	X		
Telephone Techniques: The Communication Connection	X		
Time Management for Support Staff	X		
Writing Effective Letters	X		
Computers (See Section On)			
Filing			
Introduction to Computer File Structures and Database Design	X		
General Office Skills			
Better Business English, Basic			NRC
Better Office Skills and Service	X		
Career Counseling			NRC
Implementing Office Automation	X		
Introduction to Editing	X		

COURSE NAME	OPM	GSA	OTHER
Letter Writing for Secretaries	X		
Managing Other People's Writing	X		
Proofreading	X		NRC
Secretarial Techniques	X		
Seminar for Executive Secretaries	X		
Successful Teamwork: How Supervisors and Secretaries Achieve It	X		
Workshop for Imprest Funds Cashiers	X		
Shorthand			
ABC Beginners Shorthand			NRC
Machine Transcription Workshop	X		
Typing			
Word Processing: A Clerical/Secretarial Orientation	X		

SPACE AND PROPERTY MANAGEMENT

COURSE NAME	OPM	GSA	OTHER
Basic Elements of Property Management		X	
Computer Security		X	
Federal Space Management: Policies and Procedures		X	
Fleet Management		X	
Government Property Administration		X	
Introduction to Federal Projects and Historic Preservation Law		X	
Introdution to Property Management			
Inventory Control and Economic Order Quantity		X	
Office Acoustics		X	
Personal Property Inventory Control and Accounting		X	
Personal Property Utilization and Disposal		X	
Physical Security		X	
Property Management for Custodial Officers		X	
Safety and Health in Public Buildings		X	
The Space Process: Programming and Layout		X	
Communication			
Interpersonal Communications	X		
Personnel Interviewing	X		
Counseling			

STAFFING SERVICES AND AGENCY RELATIONS PROGRAMS

COURSE NAME	OPM	GSA	OTHER
Advanced EEO Counseling	X		
Career Counseling			NRC
Career Development Systems for Government-Specific Occupations		X	
Performance Appraisal, Counseling and Feedback	X		
Performance Appraisal Process	X		
Planning for Career Advancement	X		
*Planning for Retirement	X		
**Preparation for Retirement			NISC (OPM)
Intermediate and Advanced Technical Courses on Position Classification			
Developing a Rating Schedule	X		
Issues Seminar for Senior Classifiers	X		
Position Classification Analysis and Evaluation	X		
Position Classification Evaluation Reports	X		
Position Classification: Obtaining Facts and Presenting Findings	X		
Position Management	X		
Writing Position Descriptions	X		
Intermediate and Advanced Technical Courses on Personnel Staffing			
Management of Personnel Evaluation Surveys	X		
Personnel Assessment and Selection	X		
Personnel Interviews	X		
Preparation and Review of Personnel Actions	X		
Overview of Reduction in Force	X		
Qualifications Analysis	X		
Reduction in Force	X		
Introductory and Informational Courses on Personnel Staffing			
Basic Staffing and Placement	X		
Personnel Staffing in the Federal Government	X		
Introductory and Informational Courses on Position Classification			
Basic Position Classification	X		

*If within 1 year of retiring.

**If within 5 years of retiring.

COURSE NAME	OPM	GSA	OTHER
Position Classification in the Federal Government	X		
Position Classification for Supervisors and Managers	X		
Position Management	X		
Technical Courses on Personnel Management Evaluation			
Federal Personnel Management Issues	X		
Introduction to Job Analysis, Assessment I	X		
Job Element Examining	X		
Job Task Analysis	X		
Personnel Assessment and Selection	X		
Personnel Staffing in the Federal Government	X		

TRAVEL AND TRANSPORTATION

COURSE NAME	OPM	GSA	OTHER
Deregulation of Transportation - Its Effect on Government Transportation Programs		X	
Introduction to Transportation Management		X	
Overseas Travel		X	
Planning for Official Travel		X	
Relocation Allowances - Federal Travel Regulations and Joint Travel Regulations		X	
Temporary Duty Travel - Federal Travel Regulations		X	
Temporary Duty Travel - Uniformed Services		X	
Temporary Duty Travel - Department of Defense Civilian Travel		X	
Transportation Consideration in the Acquisition Process			X
Transportation Contracts and Negotiations		X	
Transportation Documentation Preparation		X	

SECTION V

"SPECIALIZED" TECHNICAL TRAINING

SECTION V
"SPECIALIZED" TECHNICAL TRAINING

A program of "specialized" technical training is conducted by the Office of Inspection and Enforcement, Technical Training Center (TTC), at Chattanooga, Tennessee. This program provides IE and Regional personnel (primarily inspectors) with the performance and knowledge qualifications needed for assignment to standard IE job functions. This training is highly job related, and was developed to supplement the practical experience and associated education/training that personnel possess when hired. It is further designed to discharge IE's responsibility to conduct in-house training in reactor systems technology and operations required by other NRC offices. All personnel who perform inspection activities are required to successfully complete initial and refresher training in their particular inspection activity.

Nominations for courses are made through Regional Training Coordinators to TTC by supervisors after reviewing and discussing the training requirements/needs of the IE inspectors. All IE new hires and/or new IE assignees are required to complete an initial training program within 18 to 24 months after being assigned. As a result of previous work experience and training, general training may be waived for new employees through the successful completion of substantiating examinations. In general, only those inspector personnel who have successfully completed the required supplemental training or substantiating examinations are to be allowed to perform inspections.

The Office of Inspection and Enforcement Technical Training Center's training course schedule, which is kept current through continuous revisions, is provided as an addendum to this guide.

Supplementary training is specified for the following categories of inspection activity:

A. Radiation Support Inspection

B. Reactor Operations Inspection

   I. BWR Facility Inspection

   II. PWR Facility Inspection

C. Reactor Construction Inspection

   I. Project and Resident Inspectors

   II. Engineering Support Inspectors

D. Safeguards Inspection

   I. Physical Security Inspection

   II. Material Control and Accountability - Nondestructive Assay Inspection

   III. Material Control and Accountability - Nondestructive Assay Inspection

   IV. Material Control and Accountability - Destructive Assay Inspection

   V. Material Control and Accountability - Audit Inspection

SECTION VI

PROBABILISTIC RISK ASSESSMENT TECHNOLOGY TRANSFER PROGRAM

PROGRAM OVERVIEW

The PRA Technology Transfer Program was established to provide an adequate PRA resource capability within NRC to perform independent validations of the effectiveness of the regulatory program, and to apply the results of PRAs in the process of inspecting nuclear power plants.

It has accomplished this by:

- Formulating a curriculum for training selected NRC staff members in the use of probabilistic risk assessment (PRA) techniques
- Developing training aids
- Conducting courses
- Documenting these courses for future reference and use.

The program has been in existence for over 3 years, and the courses are continually updated to incorporate the latest information available on PRA methodologies. The program is offered by the Office of Administration, Management Development and Training Staff (MDTS). Dr. Patricia A. Rathbun is the PRA Program Manager.

Courses will continue to the conducted at 5650 Nicholson Lane in Rockville, Maryland. Additional presentations of these and other PRA courses may be given in the Washington, D.C. area, in the NRC Regional Offices, or at the Technical Training Center in Chattanooga, Tennessee, as needed. Supplementary announcements will be issued for all changes in the program.

ENROLLMENT PROCEDURES

Enrollment and course completion procedures are similar to other training practices within NRC. The main features of the PRA enrollment procedures are:

- Students request enrollment through their supervisors and training coordinators 4 weeks before a course is scheduled.
- Training coordinators submit written enrollment requests to the MDTS 3 weeks before a course is scheduled.
- Training coordinators confirm enrollments to PRA program staff at (703) 734-2588, 2 weeks before a course is scheduled.

Students may request enrollment in more than one course at the same time on applications available from the training coordinators. However, requests must be submitted 4 weeks before the first scheduled course.

The additional lead time for confirmed registrations gives training coordinators and standby applicants the opportunity to fill openings created by student cancellations. The PRA program staff also have time to fill courses with low initial enrollments, thus avoiding course cancellations.

The general policy for course presentations is a minimum of 10 to 15 confirmed registrations 1 week before the scheduled first day of class. The PRA program staff will notify training coordinators by telephone if it is necessary to cancel a course due to low enrollment. The training coordinators should then notify the affected employees.

If you have any questions or comments, call the logistics coordinator at (703) 734-2588, or MDTS at (301) 492-8822.

PRA TECHNOLOGY TRANSFER PROGRAM 1986 COURSE SCHEDULE

Course Title	Date
PRA Fundamentals	November 12 - 15, 1985
System Reliability and Analysis Techniques A/D — Reliability and Quantification	December 3 - 5, 1985
PRA Basics for Inspection Applications	January 13 - 17, 1986
System Reliability and Analysis Techniques B/C — Event Trees/Fault Trees	February 3 - 7, 1986
BWR Technology Course*	March 24 - 27, 1986
PRA Applications	April 16 - 18, 1986
PRA Fundamentals	May 6 - 9, 1986
Human Reliability Analysis	May 20 - 23, 1986
PRA Basics for Inspection Applications	June 2 - 6, 1986
PWR Technology Course*	August 19 - 22, 1986
PRA Applications	September 10 - 12, 1986
PRA Procedures for Evaluating Technical Specifications	September 23 - 26, 1986

Choosing PRA Courses

In order for NRC personnel to benefit most from the course series, it is recommended that the following courses be taken first: a PWR or BWR Technology Course, a probability and statistics course, and the PRA Fundamentals course. However, the program is flexible and can be tailored to fit individual student needs.

*The PWR and BWR Technology Courses are cross listed with the Technical Training Center in Chattanooga as 101P and 101B.

GENERAL PRA COURSE INFORMATION

Class Schedule

The typical course day has 6 hours of instruction. Classes begin promptly at 0845 and end at 1620 to permit use of the NRC shuttle bus service.

The schedule includes a 10-minute break every hour or so and a 1-hour lunch period. Returning to class promptly is essential.

Telephone

Telephone messages may be left with the logistics coordinator at (703) 734-2588 or with MDTS at (301) 492-8214. These messages will be posted on the classroom door as soon as possible. The telephone in the office adjacent to the classroom may be used for outgoing short calls, but not while class is in session.

Eating Facilities

Refreshments can be purchased at the snack bar in the basement of the building. The door is locked so that you cannot leave the snack bar without punching a code box on the right. You will be given the current combination when the class starts. Other eating facilities are also available within walking distance.

You may bring food and beverages into the classroom. However, you are expected to leave the classroom free from litter at the end of each day. Maintenance does not regularly clean this area.

Smoking is not permitted in the classroom.

Restrooms

Restrooms are located on each side of the elevator on each floor.

Course Materials

The PRA program supplies course notes and supplemental books or reports. as required. Distribution of these materials is normally limited to attendees. Materials cannot be mailed.

You must supply paper, pen or pencil, and calculator, if desired. Forms should be completed in black or red so that they can be reproduced.

Course materials may be left in the classroom overnight, but the door will not be locked. NRC cannot be responsible for valuables, such as calculators.

Course Evaluation

You will be asked to submit an unsigned evaluation at the end of each course. This feedback is very important to NRC and the instructors, so please complete the form carefully. Also, feel free to discuss any problems with the NRC Program Manager, who may reached at (301) 492-8822.

Certificates and Credit

Successful completion of a course requires a minimum attendance of 75 percent. You are responsible for signing the roster sheet each morning and each afternoon.

Certificates of completion are distributed by your training coordinator, usually within 30 days after the course. An official record of course completion is submitted to the Office of Personnel Management, and an entry of completion is also made in your personnel record.

You are expected to actively participate in the class. In some courses, class problems are presented for solving by individuals or teams. Brief reviews may also be given. Short reading or problem assignments may be given as homework.

SECTION VII

AGENCY-SPONSORED GRADUATE LEVEL MULTIDISCIPLINARY PROGRAMS

SECTION VII
AGENCY-SPONSORED GRADUATE LEVEL MULTIDISCIPLINARY PROGRAMS

The NRC has recognized the organizational need to provide for training in: (1) a multidisciplinary approach to the study and application of safety and health aspects of accident prevention; and (2) a multidisciplinary program in the use of a systems approach to management, human factors and systems technology. In the latter case, there are options of applicability in information systems, R&D and safety management, as well as engineering systems analysis and management.

Though training in these areas may be pursued through individual courses of instruction, they must generally be taken on off-duty hours; representing a heavy personal, voluntary commitment of an employee's time. By approving, as an NRC-approved program, the pursuit of a full program of study, potentially leading to a degree in Safety, Safety Management, Systems Management, and Engineering Systems Analysis and Management, the NRC would make this personal commitment appealing to the more senior managers and technical specialists responsible for establishing standards for and regulating the highly complex nuclear industry and to whom this training is most applicable. The NRC has, therefore, approved the proposal to formalize education in the areas mentioned above as NRC-approved programs satisfying an organizational need. Training within this program will be requested by the use of an NRC Form 368, will require approval by the Office Directors and will be authorized by the Director, Management Development and Training Staff, Office of Administration, within the general guidelines that pursuit of the program to the awarding of a degree is not a requirement nor is pursuit of the program mandatory; however, the NRC, in approving such training recognizes that its completion could and, in all probability will lead to the receipt of a degree. Regional offices shall have the same opportunity to participate if similar programs are locally available and EDO* Headquarters' approval is obtained.

The following information briefly describes the thrust of the approved courses of study.

SYSTEMS ANALYSIS AND MANAGEMENT

This program leads to the degree of Master of Science. Students are prepared for responsible positions in the practice of systems analysis.

The student should achieve a broad understanding of the administrative and decisionmaking process and of the systems approach to managerial problem solving, and be competent in applying mathematical and statistical techniques to the solution of managerial problems.

The graduate should be able to develop insight into the variety and nature of managerial problems, their causes, and possible cures. In addition, the graduate should understand the importance of the human factor in administration and be able to apply scientifically based analysis and quantitative methods in dealing with managerial problems. The systems viewpoint will help in learning to arrange and relate information about the organizational unit in which a problem exists. Whether the student aspires to be a manager or to be a staff person dealing with managerial matters, the student should acquire concepts and experiences helpful in preparing for such a position.

SYSTEMS MANAGEMENT

This unique program is designed to meet the graduate educational needs of managers in a modern technological environment who are seeking an approach and its use in the formulation of strategy and policy decisions.

The curriculum should consist of Systems Management core courses, Human Factors core courses, elective courses, and courses chosen by the student from one of three specialty options.

The core courses in Systems Management stress principles, functions and practices. In developing the qualitative and quantitative aspects of the manager's role, the latest tools of analysis and practices in systems management and applied decision-theory are emphasized. The curriculum is designed to develop an analytical and integrative viewpoint in the student. The primary problems are to utilize and allocate resources, and to apply systems management theory.

The core courses in Human Factors provide the student with the knowledge and understanding of the overall characteristics and performance of the human being as a system component, and emphasize the interaction of this vital component in the man-machine-environment relationship. The student is trained to optimize human capabilities and performance, and effectively allocate human resources.

Specialty options are: R&D, Information Systems and Safety Management.

SAFETY

The Master of Science in Safety Program is designed to provide the graduate educational requirements for the safety professional and to help meet the increasing needs for such skilled personnel in industry, government agencies, the Armed Forces, and communities.

This unique program presents a mulidisciplinary approach to the study and application of the safety and health aspects of accident prevention. In this regard, the following areas are examined: Management, Technology, Human Factors, Health, Environment and Communication.

Although this degree program is structured to carry college graduates through the curriculum leading to the Master of Science in Safety, it is able to accommodate others interested in enrolling only in certain safety courses and who are not seeking a Master's Degree.

These non-degree-seeking students must obtain department approval to register for each course and can take no more than four courses for credit as a limited status student.

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*Executive Director for Operations, NRC.

SECTION VIII

AGENCY-APPROVED PROGRAMS FOR SECRETARIAL/CLERICAL/ADMINISTRATIVE ASSISTANT EMPLOYEES

SECTION VIII
AGENCY-APPROVED PROGRAMS FOR SECRETRIAL/CLERICAL/ ADIMISTRATIVE ASSISTANT EMPLOYEES

The NRC provides three programs by which lower graded employees might expand their spectrum of training opportunities within a broader and legal interpretation of the training regulations. They are open to all employees who meet the established eligibility criteria for each of the programs. The purpose of the programs is to enhance and develop the skills to meet NRC's organizational needs.

Participants in any of the programs must understand that all the programs are developmental in nature and provide no guarantee of promotion or other upward mobility action.

Each of the three programs is identified and described below:

(1) The Certified Professional Secretary (CPS) Program is designed for those individuals who wish to prepare for the two-day CPS Examination. The six areas subject covered on the examination are:

(1) Behavioral Science in Business; (2) Business Law; (3) Economics and Management; (4) Accounting; (5) Office Administration and Communication; and (6) Office Technology.

However, should an otherwise qualified secretary for the program not be interested in studying for and taking the examination, the six subject areas would still be beneficial to most secretaries and NRC will pay for courses closely relating to these subjects.

WHY CPS?

There is a great demand today for qualified secretaries, and this demand appears to be increasing. One means of developing the desired qualifications is the CPS Program. The CPS Program requires that an experienced secretary be knowledgeable in at least six areas directly related to the working world. Not only are secretaries able to capitalize on the business experience they have gained by being a secretary, but they are also encouraged to continue their education by taking courses in these specific areas or review programs that enable them to "brush up" in areas that have not been studied for some time. A number of state civil service commission's have recognized the CPS rating as one of the criteria for promotion and advancement to higher level, more administrative type work. Additionally, some classified advertisements for secretaries will feature "CPS Preferred" as part of the description. A commitment to this program provides a secretary with a means of obtaining education and training in subject areas somewhat outside the very narrow confines of the secretarial duties.

The granting of a CPS rating is evidence of the fulfillment of a prescribed program of education, satisfactory secretarial experience, and the successful completion of a two-day comprehensive examination in the six subject matter areas. A secretary is allowed five years to complete (pass) all six parts of the program. All parts must be taken the first time; therefore, only "un-completed" parts are retaken. CPS is a rating, not an award or a degree.

Every year the CPS Examination is reviewed by the Professional Secretaries International (PSI) in an attempt to keep the examination relevant to today's secretarial profession. Secretaries are no longer required to complete a secretarial in-basket simulation, with the required dictation in typewriting skills necessary for producing documents. The latest major changes took place in August 1983. Instructors of CPS courses are aware of changes occurring in the CPS outline and bibliography and restructure reviews to reflect the changes.

Any NRC secretary GS-5 and above may apply if he/she meets the following eligibility criteria:

1. A high-school graduate
2. Full-time or part-time permanent NRC employee
3. Continuous one-year employment with NRC
4. Have at least a fully satisfactory performance appraisal

Applicants to the Program should submit a 368 to MDTS for courses they wish to take to prepare for the examination (or otherwise, if not taking examination) and provide MDTS with proof of all eligibility criteria. Those approved for the Program should make arrangements for course registration and scheduling of classes at a local college or university at a time convenient to them on non-duty time. For those wishing to take the examination, application must be made to the Institute for Certifying Secretaries, Professional Secretaries International, 301 East Armour Boulevard, Kansas City, MO 64111-1299 no later than December 1 if the applicant plans to take the exam in May of the following year. (The exam is given annually on the first Friday and Saturday in May).

(2) The Administrative Skills Enhancement Program is designed for secretaries and administrative assistants who wish to become more effective members of the management team. The role of the secretary is expanding to include new dimensions and responsibilities. To keep pace with the changing ways of conducting our business, it is important that employees understand organizational principles and systems as well as administrative practices. NRC has identified a number of subject areas to provide skill enhancement: Accounting, Budgeting, Contract Procedures, Office Management, Personnel Practices, Procurement Procedures, Record and Information Management, and Word Processing.

Any NRC secretarial/clerical/administrative assistant employee (GG-5-12) may apply who meets the eligibility requirements:

(1) High school graduate
(2) Full- or part-time permanent employee
(3) Continuous one-year employment
(4) Fully satisfactory performance appraisal

Managers/supervisors will provide a recommendation; an IDP, listing courses in education and training in the administrative area; and establish a beginning and a realistic ending date (no more than three years duration for the entire Program).

Courses at Headquarters may be taken through Government agencies; USDA, Graduate School; local universities; or colleges. Training Coordinators in the Regions may identify courses offered at similar facilities and learning institutions. Applicants to the Program will make the necessary arrangements for course registration and scheduling of classes at local colleges and universities at a time convenient to them on non-duty hours. MDTS nominates the individuals for courses at government facilities and USDA Graduate School. They then notify the attendees directly of the location of training.

An integral part of this Program are the following core-in-house courses:

1. Problem Solving and Decision Making
2. Managing Time
3. Conflict Resolution
4. Managing Your Own Career
5. Stress Management
6. Effective Communications/Listening
7. Effective Group Interaction
8. NRC: What It Is and What It Does
9. Nuclear Reactor Concepts

If an NRC employee has had any of these courses in the past, it is not necessary to repeat the course(s) unless the course(s) was (were) taken five or more years ago.

(3) Computer Science Development Programs

This program is established to enable NRC employees to broaden the scope of computer training to meet NRC'S future needs especially for those assistant job series where the career ladder progression is more limited in comparison to employees in technical job series. To accomplish this goal, the NRC will utilize the ITS Training Laboratory to provide training to meet NRC's needs today as well as utilize educational and training institutions to alert computer users to new trends and scope of computer usage and thus provide the knowledge and skills to better utilize the available technology and that will become available within the next few years.

The Program is open to NRC GG-5-12 secretarial/administrative assistant employees who meet the eligibility criteria:

1) High school graduate
2) Full- or part-time NRC employee
3) Continuous one-year service with NRC
4) Fully satisfactory performance appraisal

Managers/supervisors will provide a recommendation and an IDP listing courses available in NRC ITS Laboratory and in computer science in local institutions; establish a beginning and a realistic ending date (no more than three years duration for entire Program).

At Headquarters, an integral part of this Program for secretarial/administrative/assistant employees is the NRC's ITS Laboratory courses. For those requiring college or other specific courses to meet both the individual's and NRC's needs, a number of learning institutions, OPM, GSA, colleges and universities in the Washington area offer courses in Computer Science. Training Coordinators in the regions may identify courses offered at learning institutions there to accommodate regional employees.

Further information on these three Programs may be obtained by calling Lillian W. van Santen, ADM, MDTS, 301-492-7823.